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ABSTRACT

The National Collaboration for Youth is a coalition of 17 of the largest national youth-serving organizations in the United States. Comparative data on community-based, youth-development organizations has been lacking. This report presents findings of a study that measured the compensation, benefits, minimum educational requirements, number of position vacancies, and average tenure of youth-development professionals in community-based agencies affiliated with the National Collaboration for Youth. In January 1995, a total of 2,057 surveys were sent to member agencies of the Boys and Girls Clubs of America, Camp Fire Boys and Girls, Girl Scouts of the USA, Girls Incorporated, National Network for Youth, and YWCA of the USA. A total of 899 surveys were completed, a 44 percent response rate. The document includes data and job descriptions for the following job categories: executive/managerial positions, middle management, functional administrative specialists, supervisors, direct-service providers, direct-service support staff, and seasonal staff. Section 1 presents data on compensation, vacancies, tenure, and minimum education requirements. Section 2 provides information on leave-time practices. Sections 3 through 5 offer data regarding insurance practices, other benefits, and salary increments. Numerous tables are included. Appendices contain a list of positions not included in the report and additional youth-development positions identified by survey respondents. (LMI)

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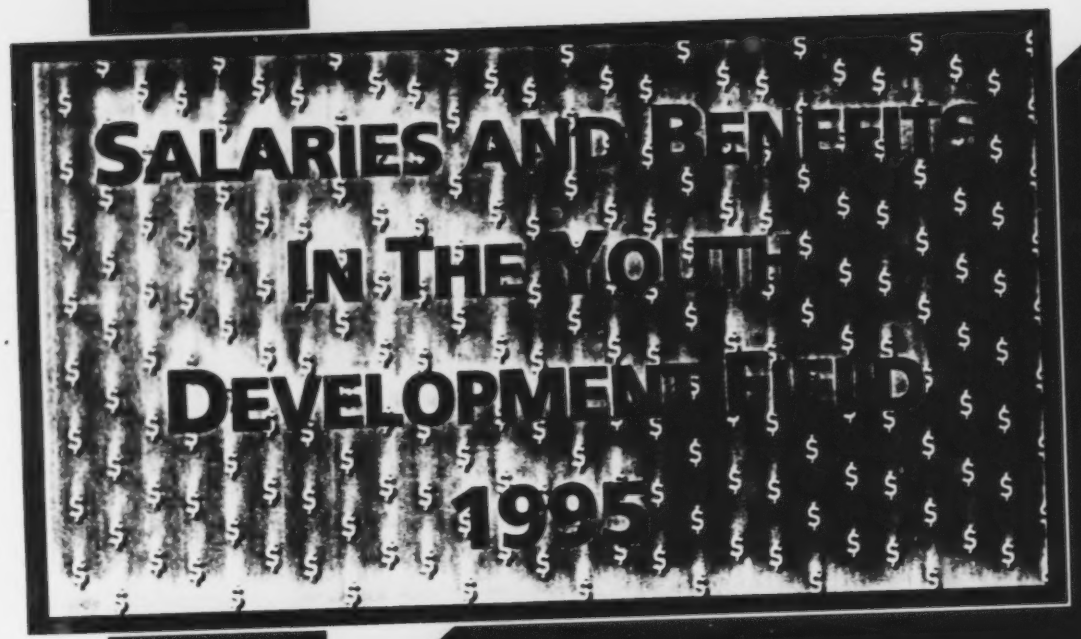

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Introduction

Purpose

The National Collaboration for Youth is a coalition of seventeen of the largest national youth serving organizations in the country. Its mission, as an affinity group of the National Assembly of National Voluntary Health and Social Welfare Organizations, is to raise public awareness of the needs and contributions of young people and the agencies and organizations that serve them. Current members include:

American Red Cross
Association of Junior Leagues International
Big Brothers/Big Sisters of America
Boys & Girls Clubs of America
Boy Scouts of America
Camp Fire Boys and Girls
Child Welfare League of America
Civil Air Patrol
4-H, Extension Service
Girl Scouts of the USA
Girls Incorporated
National Network for Youth
One to One Partnership, Inc.
The Salvation Army
WAVE, Inc.
YMCA of the USA
YWCA of the USA

Given its membership, the National Collaboration for Youth is in a unique position to bring attention to the youth development field and the compensation and benefits of professionals. While single-organization salary and benefit surveys are conducted by several individual organizations of the National Collaboration for Youth, they are not designed to permit comparative analysis of data from other youth development organizations. While a few national comparative compensation studies on nonprofit agencies exist, none provide comparative data specifically on community-based youth development organizations. To address this gap, the National Collaboration for Youth undertook this project. The results may provide a basis for developing policy and program recommendations for the youth development profession as a whole and facilitate salary administration in community-based youth development organizations.

Scope

This survey was intended to measure the compensation, benefits, minimum educational requirements, number of position vacancies, and average tenure of youth development profes sionals in community-based agencies affiliated with the National Collaboration for Youth.

In January 1995, 2,057 surveys were sent to member agencies of the Boys & Girls Clubs of America, Camp fire Boys and Girls, Girls Scouts of the USA, Girls Incorporated, National Network for Youth, and YWCA of the USA. A total of 899 surveys were completed, representing a 44% response rate. The survey data represents 20,459 youth development employees (11,133 full-time and 9,326 part-time employees).

Full-time staff positions were defined as those who work 35 or more hours a week and at least 40 weeks per year. Part-time staff positions were defined as those who work less than 35 hours a week and/or less than 40 weeks per year. Seasonal staff are those who work for only part of the year, usually during the summer.

Survey respondents identified the state in which their agency was located and the size of their agency budget. This data made it possible for salaries to be compared by region and size of agency budget. When agencies did not specify their state or agency budget, the data from the agency was not included in the analysis.

Number of Agencies Responding in Each Region

Region	States included in the Region	Number of agencies responding
South West	AR, CO, KS, MO, NM, OK, TX, WY	144
Mid West	IL, IN, IA, KY, MI, MN, MT, NE, ND, OH, SD, WV, WI	227
North East	CT, DE, MD, MA, ME, NH, NJ, NY, PA, RI, VT	190
South East	AL, DC, FL, GA, LA, MS, NC, PR, SC, TN, VA	153
Pacific	AK, AZ, CA, GU, HI, ID, NV, OR, UT, WA	173
Region unidentified		12

Number of Agencies Responding in Different Agency Budget Categories

Agency Budget Category	Number of agencies responding
Under $200,000	147
$200,000-$500,000	267
$500,000-$700,000	111
$700,000-$1 million	96
$1 million-$1.5 million	102
Over $1.5 million	167
Budget unspecified	9

Number of Agencies in Different Agency Budget Categories in each Region

		Agency Budget Categories					
		Under $200,000	$200,000- $500,000	$500,000- $700,000	$700,000-$1 million	$1 million-1.5 million	Over $1.5 million
Regional Categories	South West Region	35	47	18	11	15	18
	Mid West Region	45	63	33	32	23	33
	North East Region	16	51	29	18	26	47
	South East Region	24	46	15	18	12	31
	Pacific Region	24	56	16	16	25	35

Number of Agencies with Specified Number of Full-time Staff in Different Budget Categories

		Number of Full-Time Staff					
		Less than 10 staff	10-30 staff	31-50 staff	51-100 staff	101-200 staff	Over 200 staff
Agency Budget Categories	Under $200,000	143	3	0	0	0	0
	$200,000-$500,000	223	37	0	0	0	0
	$500,000-$700,000	45	61	0	1	0	0
	$700,000-$1 million	12	77	3	3	1	0
	$1 million-$1.5 million	4	77	12	5	0	0
	Over $1.5 million	1	33	62	43	17	7

Interpreting the Data

The *Survey of Salaries and Benefits in the Youth Development Field - 1995* was designed to obtain compensation and benefit data on youth development professionals in different types of nonprofit youth development agencies affiliated with six national organizations. Each of these national organizations operate and are structured to facilitate different developmental goals for young people. Therefore most agencies did not have information for all of the job titles listed on the survey. When there was insufficient data on a particular position collected, the position was not included in this report. The positions excluded from this analysis are listed in Appendix A.

The data has been analyzed to the maximum degree possible and in some cases this has resulted in small sample sizes. *Whenever there are fewer than 10 agencies responding, a dash (-) has been inserted and compensation data is not provided.* For sample sizes larger than ten, a tentative hypothesis can be made. However, the reader is advised that the conclusions provided in this report may not be an accurate reflection of the general population. Usually, the larger the sample size, the more valid the statistics which are reported.

If a position involved several different job responsibilities, respondents were requested to pick the position that best described the individual's most often performed job duties. However, staff members in some agencies are required to perform a number of job responsibilities that do not neatly fit within one job description. Consequently, data on compensation, number of vacancies, tenure, and minimum educational requirements provided for particular positions listed and described in the survey must be considered with caution.

If there was only ONE person employed in a particular job position, survey respondents were instructed to identify the individual's income for the position. If there was MORE THAN ONE person employed in a particular position, respondents were instructed to identify the lowest income paid to employees in the position and the highest income paid to employees in the position. In these cases, while there may be a large number of employees in a particular position, the data indicates only the income of the lowest and highest paid employees in the position.

When there was one person in a particular position, the first quartile (25%), median (50%), and third quartile (75%) of salary and hourly rates are provided in this report. When there was more than one person in a particular position, the median of the lowest salaries reported and median of the highest salaries reported are provided for each position in this report.

The "median" is defined as the middle salary or hourly rate (or the average of the two middle salary/hourly rates) of a group of values when they are arranged from largest to smallest. In contrast, averages represent the total sum of all responses, divided by the number of the responses. The advantage of providing the median is that it provides a measure of central tendency that is not unduly influenced by very high or very low data (atypical incomes). Providing the median salary and hourly rates also has the advantage of controlling for experience, education, and seniority.

The first and third quartile data are measures of dispersion. When all of the incomes are arrayed from highest to lowest, the first quartile is the income below which 25% of the cases fall and third quartile is the income below which 75% of the cases fall. The quartile data provides information on the range of compensation for particular position. Incomes in the first and third quartile may be influenced by experience, education, and seniority.

Survey respondents were instructed not to include data on unpaid volunteers in positions. However, in several instances $00.00 was identified as the hourly pay for employees in the 25th quartile. The reader may assume that for these positions agencies may have provided data on unpaid volunteers.

It should be emphasized that data presented in this report represent what full-time and part-time employees in some youth development agencies earn, *not what they should earn*. The report should not necessarily be used for setting salaries, but as tool for comparing the salaries of those who provide critical and valuable services to young people in America.

The following is a list of possible uses for this report that were identified by agencies who responded to the survey:

- To make presentations to Board of Directors, board personnel committees, and relevant task forces who review salaries and revise salary and personnel policies;
- To compare an agency's salary and benefits with the average national findings, particularly those agencies in similar regions and with similar budget size.
- To justify wages to funding agencies when applying for grants from public and/or private sources.
- To identify "benchmark" wages for salary administration. The information may be used as a guide for reviewing current salaries, establishing salary r anges, projections, increases, and budgeting.

Position Definitions

Survey respondents were requested to provide data only on staff members in the youth development field whose "primary goal is facilitating the positive development of young people into adulthood." This included paid full-time and part-time employees whose primary work responsibility is working directly with youth or on their behalf. For the purposes of this report, direct service, supervisory, management, and executive staff are considered "youth development professionals".

Data was not requested for support staff such as accountants, administrative assistants, secretaries, cooks, or maintenance workers. However, a number of survey respondents provided compensation information on additional youth development professionals not identified on the survey. A summary of job titles, job descriptions, and compensation of additional positions identified by survey respondents are listed in Appendix B.

The following is a list of positions and job descriptions included in the survey and this report.

Executive/Managerial Positions

Chief Executive Officer or Executive Di rector. Primary administrative position in the agency. Provides leadership to the Board of Directors, attains and distributes resources to accomplish goals, and establishes agency policies and practices.

Deputy, Associate, or Assistant Executive Director. Serves as the second in authority and acts for the Executive Director in his/her absence. Responsible for specific aspects of the agency's operation.

District, Area, or Membership/Marketing Director. Responsible for developing, coordinating, administering, and directing the delivery of services and expanding programs within a geo graphical area. Develops and implements a marketing plan for membership growth. May have subordinate area, site, field, or regional managers.

Mid-Management Positions

Branch, Center, or Unit Director . Responsible for program operations in a center, unit or branch. Supervises program directors and/or direct service workers, develops and administers a budget, responsible for maintenance of facilities and equipment.

Program Administrator, Director of Operations. Directs the administrative functions of the agency. Pl ans, develops, and coordinates servic es. May supervise staff and volunteers, coordinate staff development activities, write funding proposals, and conduct record keeping activities.

Functional Administrative Specialists

Fund Development Director. Directs, coordinates, and supervises all of the organization's fund development programs, such as annual fund, direct mail and special events.

Finance Director, Financial Manager. Responsible for providing management and direction to the financial and bookkeeping operations.

Functional Administrative Specialist. Survey participants were instructed to use this position if it is not adequately described elsewhere. Provides direction and coordinates a combination of administrative activities, including fund development, public relations, and volunteer development.

Human Resource Director or Manager of Employment Services. Develops and administers all organizational policies and procedures for staff employment.

Public Relations or Communications Director. Develops, coordinates, directs, and administers all public relations related policies. May be responsible for writing speeches for staff members and communicating new programs, agency developments, and other information to the media.

Volunteer Development Director. Directs and coordinates all volunteer services, such as recruiting, selecting, orienting, training, and placing volunteers in agency positions. Supervises recognition and retention programs and oversees record keeping and documentation.

Supervisory Positions

Casework Supervisor. Responsible for planning, organizing, implementing, evaluating the casework service delivery and supervising staff and volunteers.

Counseling Supervisor or Clinical Director. Responsible for planning, organizing, implementing, evaluating the individual, group, and family counseling services and program and supervising staff and volunteers.

Cultural Enrichment Director. Responsible for planning, organizing, implementing, evaluating the visual and creative arts, crafts, and cultural activities and supervising staff and volunteers.

Day Care Director, Before - After School Coordinator. Responsible for planning, organizing, implementing, evaluating the day care and/or after-school program for children and/or youth at one or several sites. Also responsible for supervising staff members and volunteers.

Educational Director. Responsible for planning, organizing, implementing, evaluating educational and tutorial programs and supervising staff and volunteers.

Environmental (Outdoor) Education Director. Responsible for planning, organizing, implementing, evaluating the environmental education program and supervising staff and volunteers.

Field Director. Responsible for expanding and maintaining program membership by recruiting volunteers and program participants. Ensures the availability of program activities and utilization of program resources for participants.

Health Promotion and Education Director. Responsible for planning, organizing, implementing health education programs and advocating for healthy lifestyles (eg. preventing drug and alcohol use, pregnancy, sexually transmitted diseases).

Housing (Emergency Shelter) Director. Responsible for planning, organizing, implementing, evaluating the housing and/or shelter program and supervising staff and volunteers.

Physical Education or Athletic Director. Responsible for planning, organizing, implementing, evaluating the physical education (fitness and gymnasium) program and supervising staff and volunteers.

Program Supervisor, Director, or Manager. Survey respondents were instructed to use this position if it is not adequately described elsewhere. Develops, manages, and supervises yo uth development programs. May be responsible for directing a number of different programs (eg. cultural enrichment, education, camp).

Recreation Director. Responsible for planning, organizing, implementing, evaluating the social recreation program and supervising staff and volunteers.

School-based Programs Director. Responsible for supervising all school-based programs (eg: s elf esteem, teen sexuality) and evaluating programs and activities. May be responsible for supervising staff and volunteers.

Swim (Aquatics) Director. Responsible for planning, organizing, implementing, evaluating the aquatics program and supervising staff and volunteers.

Direct Service Providers

Before and After School Child Care Worker. Responsible for conducting before and after-school activities for youth. Limited supervisory or managerial responsibilities.

Caseworker. Responsible for coordinating, monitoring, and managing social services for young people and their families in the program and assisting them in obtaining resources and services. Limited supervisory or managerial responsibilities.

Child and Youth Care Worker. Responsible for working with youth in a residential treatment or group home setting. Limited supervisory or managerial responsibilities.

Coach. Responsible for coaching youth in physical education, fitness, and/or competitive sports activities. Limited supervisory or managerial responsibilities.

Counselor. Responsible for conducting individual, group and family counseling to promote positive mental health and problem solving (eg. substance abuse, violence prevention, sexual abuse counseling). Limited supervisory or managerial responsibilities.

Day Care Teacher. Responsible for instructing preschool children in a day care setting. Limited supervisory or managerial responsibilities.

Direct Service Worker. Survey participants were instructed to use this position if it is not adequately described elsewhere. Responsible for delivering program services t o youth. Limited supervisory or managerial responsibilities.

Group Leader, Group Worker. Responsible for co nducting and leading group activities for youth, including field trips, arts and crafts, special programs, etc. May be responsible for transporting youth. Limited supervisory or managerial responsibilities.

Instructor or Educational Specialist. Responsible for instructing youth on specific topics (ie: graphic arts, ent repreneurial skills, computer skills, etc). Limited supervisory or managerial responsibilities.

Outreach Worker. Plans, organizes and works with community groups concerned with addressing the needs of youth in the community.

Direct Service Support Staff

Aide and/or Assistant. Responsible for assisting staff in providing services or supervising young people in any youth development program (eg. after school, physical education, counseling, etc).

Seasonal Staff

Camp Counselor. Responsible for providing services to youth in a camp setting. Limited supervisory or managerial responsibilities.

Camp Director. Responsible for planing, organizing, implementing, evaluating the camp program and supervising staff and volunteers. May also be responsible for maintenance of the camp and equipment.

Lifeguard. Responsible for supervising pool activities and insuring safety of young people. May coordinate special activities and provide instruction.

Summary of Findings

Summary of Annual Salary for Full-Time Employees

Occupational Categories	Positions	Full-time Employees					
		Number of agencies responding	One Employee In Position Annual Salary			Multiple Employees In Position Annual Salary Ranges	
			First quartile (25%)	Median (50%)	Third quartile (75%)	Median of lowest salary reported	Median of highest salary reported
Executive/ Managerial Positions	Executive Directors	858	$33,000	$42,840	$53,470	-	-
	Deputy Executive Directors	290	$27,000	$33,000	$42,000	$38,877	$43,300
	District, Membership Directors	196	$22,000	$27,000	$32,750	$25,000	$29,884
Mid-Management Positions	Branch, Center or Unit Directors	311	$21,032	$26,000	$32,728	$22,654	$27,718
	Program Administrators	266	$21,000	$26,208	$33,250	$22,000	$27,709
Functional Administrative Specialists	Fund Development Directors	241	$25,083	$31,000	$37,348	-	-
	Finance Directors	317	$23,000	$30,000	$37,851	-	-
	Functional Admin. Specialists	150	$18,000	$22,712	$28,676	$20,538	$24,960
	Human Resource Directors	71	$25,178	$30,295	$37,132	-	-
	Public Relations/Communications Directors	148	$22,709	$27,150	$31,150	-	-
	Volunteer Development Directors	115	$19,431	$25,000	$28,926	$22,500	$25,000
Supervisory Positions	Casework Supervisors	75	$18,468	$23,730	$27,224	$23,000	$28,000
	Counseling Supervisors/Clinical Directors	78	$24,111	$30,000	$36,880	$ 24,178	$30,000
	Cultural Enrichment Directors	48	$16,800	$19,000	$23,760	-	-
	Day Care/After School Coordinators	154	$18,050	$21,000	$24,000	$18,009	$23,232
	Educational Directors	156	$18,000	$22,700	$27,260	$18,350	$22,100
	Environmental Education Directors	54	$21,000	$25,860	$31,197	-	-
	Field Directors	153	$16,224	$19,000	$22,844	$20,002	$24,823

Occupational Categories	Positions	Full-time Employees					
		Number of agencies responding	One Employee In Position Annual Salary			Multiple Employees In Position Annual Salary Ranges	
			First quartile (25%)	Median (50%)	Third quartile (75%)	Median of lowest salary reported	Median of highest salary reported
Supervisory Positions (continued)	Health Promotion and Education Directors	64	$19,702	$23,250	$27,538	$17,500	$19,760
	Housing (Emergency Shelter) Directors	67	$21,108	$25,512	$31,750	$26,172	$31,439
	Physical Education/Athletic Directors	161	$16,700	$18,500	$22,750	$17,500	$20,800
	Program Supervisors, Directors, or Managers	355	$18,925	$22,339	$27,000	$20,000	$24,000
	Recreation Directors	77	$15,000	$17,800	$21,957	$17,784	$21,700
	School-based Programs Directors	50	$18,000	$22,500	$27,000	-	-
	Swim (Aquatics) Directors	71	$17,185	$19,842	$22,812	-	-
Direct Service Providers	Before and After School Child Care Workers	48	$11,050	$12,280	$14,800	$12,250	$16,600
	Caseworkers	74	$16,313	$17,810	$20,554	$19,948	$24,073
	Child and Youth Care Workers	83	-	-	-	$14,000	$18,454
	Counselors	114	$18,750	$22,000	$27,650	$19,000	$25,000
	Day Care Teachers	83	$12,125	$13,520	$17,580	$13,165	$16,570
	Direct Service Workers	87	$15,125	$17,814	$20,708	$16,100	$20,026
	Group Leaders, Group Workers	30	$12,750	$16,000	$21,684	$14,000	$18,000
	Instructor/Education Specialists	39	$14,289	$18,000	$21,750	$18,000	$23,750
	Outreach Workers	77	$17,907	$20,000	$23,184	$20,000	$24,720
Direct Service Support Staff	Aides and Assistants	58	$12,064	$13,812	$18,250	$12,000	$15,000

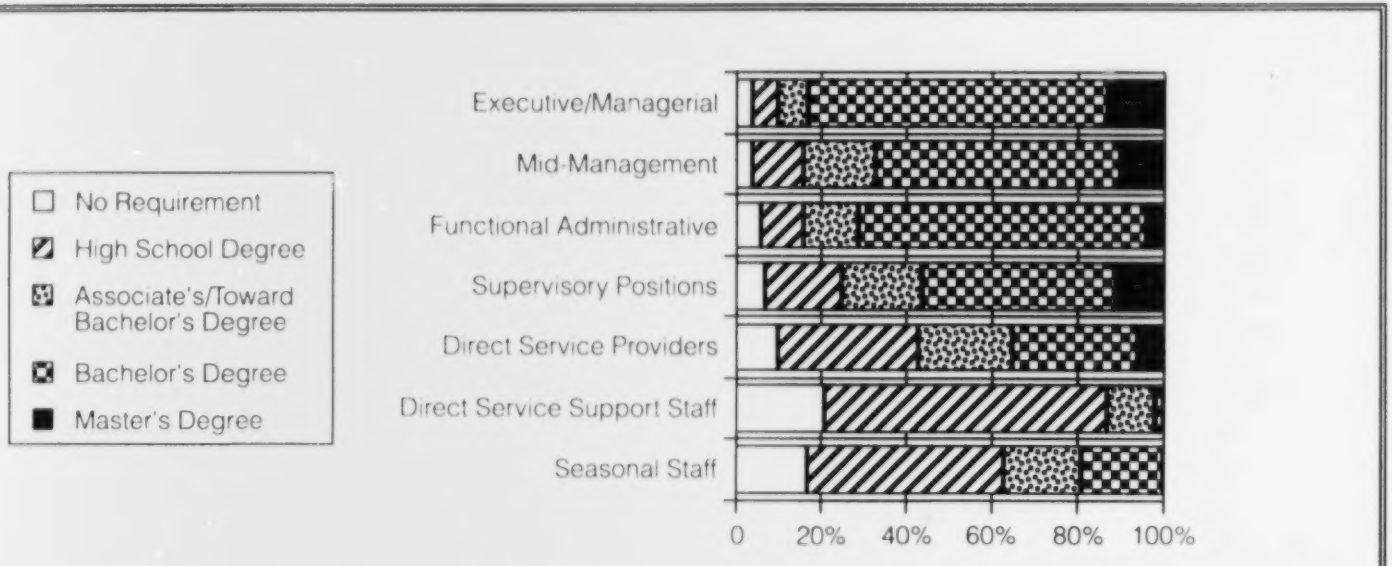
Summary of Hourly Wages for Part-Time Employees

Occupational Categories	Positions	Part-time Employees					
		Number of agencies responding	One Employee In Position Hourly Rate			Multiple Employees In Position Hourly Rate Ranges	
			First quartile (25%)	Median (50%)	Third quartile (75%)	Median of lowest hourly rate reported	Median of highest hourly rate reported
Executive/ Managerial Positions	Executive Directors	26	$0.00*	$8.00	$17.70	$5.00	$7.25
	Deputy Executive Directors	12	$0.00*	$6.20	$12.00	-	-
	District, Membership Directors	25	$0.00*	$8.00	$9.33	$6.53	$7.35
Mid-Management Positions	Branch, Center or Unit Directors	39	$6.31	$10.02	$12.50	$6.50	$7.44
	Program Administrators	31	$5.00	$8.00	$14.35	$5.00	$7.00
Functional Administrative Specialists	Fund Development Directors	49	$9.49	$13.00	$17.42	-	-
	Finance Directors	71	$8.00	$10.52	$15.31	-	-
	Functional Admin. Specialists	31	$6.44	$10.00	$14.28	$5.90	$8.65
	Human Resource Directors	9	-	-	-	-	-
	Public Relations/Communications Directors	41	$7.75	$11.40	$13.20	-	-
	Volunteer Development Directors	38	$7.00	$9.36	$10.81	-	-
Supervisory Positions	Casework Supervisors	8	-	-	-	-	-
	Counseling Supervisors/Clinical Directors	19	$11.40	$17.24	$20.00	-	-
	Cultural Enrichment Directors	110	$5.00	$6.17	$8.00	$5.00	$6.50
	Day Care/After School Coordinators	54	$6.50	$7.75	$8.94	$6.00	$6.94
	Educational Directors	109	$6.00	$7.00	$9.00	$5.25	$6.50
	Environmental Education Directors	28	$4.81	$8.13	$10.00	-	-
	Field Directors	66	$5.88	$9.81	$12.03	$7.00	$8.00

* See explanation in introduction

Occupational Categories	Positions	Part-time Employees					
		Number of agencies responding	One Employee In Position Hourly Rate			Multiple Employees In Position Hourly Rate Ranges	
			First quartile (25%)	Median (50%)	Third quartile (75%)	Median of lowest hourly rate reported	Median of highest hourly rate reported
Supervisory Positions (continued)	Health Promotion and Education Directors	35	$5.00	$7.00	$9.00	$5.00	$5.80
	Housing (Emergency Shelter) Directors	9	-	-	-	-	-
	Physical Education/Athletic Directors	111	$5.07	$6.00	$8.00	$5.00	$6.45
	Program Supervisors, Directors, or Managers	87	$6.00	$7.90	$10.23	$5.38	$7.20
	Recreation Directors	107	$5.00	$6.00	$7.06	$5.13	$6.52
	School-based Programs Directors	46	$6.25	$8.00	$10.56	$5.70	$7.00
	Swim (Aquatics) Directors	65	$7.00	$7.50	$9.00	$5.80	$6.50
Direct Service Providers	Before/After School Child Care Workers	145	$5.00	$5.75	$6.67	$5.00	$6.50
	Caseworkers	28	$6.75	$8.97	$11.53	$8.33	$10.71
	Child and Youth Care Workers	72	$5.75	$6.45	$8.69	$5.79	$7.15
	Coaches	62	$5.13	$6.00	$8.75	$5.00	$7.00
	Counselors	74	$8.00	$9.00	$12.41	$8.50	$11.02
	Day Care Teachers	57	-	-	-	$5.00	$6.25
	Direct Service Workers	131	$5.50	$6.00	$8.00	$5.00	$7.00
	Group Leaders or Group Workers	121	$4.86	$6.49	$7.75	$5.50	$7.00
	Instructors/Education Specialists	116	$6.05	$8.00	$11.00	$6.00	$8.00
	Outreach Workers	55	-	-	-	$6.00	$8.00
Direct Service Support Staff	Aides and Assistants	226	$4.75	$5.50	$6.44	$5.00	$6.00

Minimum Educational Requirements for Occupational Categories



Occupational Category	No Requirement	High School Degree	Associate's Degree or Working Toward Bachelor's Degree	Bachelor's Degree	Master's Degree
Executive/Managerial	4%	6%	7%	70%	13%
Mid-Management	4%	12%	17%	57%	10%
Functional Administrative Specialists	6%	10%	13%	67%	4%
Supervisory Positions	7%	18%	19%	45%	11%
Direct Service Providers	10%	33%	22%	29%	6%
Direct Service Support Staff	21%	66%	11%	2%	0%
Seasonal Staff	17%	46%	18%	19%	0%

Vacancies and Average Tenure for Occupational Categories

Occupational Categories	Average Tenure	Total Number of Vacancies in Each Occupational Category in the Past Year	Percentage of Agencies with Vacancies in Each Occupational Category in the Past Year
Executive/Managerial Positions	7.3 years	261	17%
Mid-Management Positions	5.1 years	238	34%
Functional Administrative Specialists	4.8 years	290	24%
Supervisory Positions	3.6 years	1,285	43%
Direct Service Providers	2.5 years	2,715	72%
Direct Service Support Staff	2.0 years	628	72%

Summary of Personnel Practices and Benefits

Leave Time Practices

The predominant practice with regard to the length of vacation leave is to provide two weeks for full-time employees after the first year of employment. After five years of employment, most agencies offer three or four weeks vacation. The predominant practice is to provide 12 days of sick leave annually for full-time employees.

Almost a quarter (22%) of agencies provide no personal time to their employees, in addition to vacation and sick leave. Of the agencies that do provide personal leave, the predominant practice is to provide three days. The median number of paid holidays provided to full-time employees per year is 10.

Insurance Practices

The majority of agencies who participated in the survey provide medical (95%) and dental (60%) insurance coverage for their full-time employees. With regard to coverage for the employee's dependents, the predominant practice is for organizations to pay none of the insurance premium.

The average increase for medical insurance premiums was 7.1% in 1993, 5.7% in 1994, and 3.6% in 1995. The reasons for the recent decrease was identified by some agencies as 1) the agency had experienced budget cuts and no longer provide full health insurance coverage for their employees or 2) the agency had changed the type of health coverage that is available to employees. Agencies indicated that the change was often to a managed care program within a health maintenance organization.

In several cases, survey respondents explained that they offer flexible benefit/cafeteria/Section 125 plan. These agencies indicated that they offer full-time employees $100 to $300 credit a month toward insurance premiums of their choice.

Other Benefits for Employees

In addition to health and dental insurance, the most common benefits offered to full-time employees include life insurance (79%), retirement (76%), long-term disability insurance (63%), tax deferred annuity (48%), and/or short-term disability insurance (38%). Of the agencies that offer their executive directors additional supplemental benefits, conferences and training (34%), professional dues (24%), and social/service club dues (22%) are the most common.

A large portion of agencies (38%) do not offer any benefits to their part-time staff. Of those who do offer benefits on a pro-rated basis, vacation, sick leave, retirement, and health care coverage are most common (in descending order). Agencies indicated that paid leave benefits were provided to part-time staff when they worked at least 20 hours a week. Retirement coverage was often provided only to part-time staff who worked at least 30 hours a week.

Salary Increments

The average salary increase in 1994 was 3.49% compared to 3.63% expected salary increase in 1995. Agencies with budgets under $200,000 will provide the largest salary increases in 1995 of 3.84%. Agencies in the Southeast region will provide the largest salary increases in 1995 of 3.94%.

Section I - Compensation, Vacancies,

Tenure, and Minimum Education Requirements

for each Position

Compensation: Full-time Chief Executive Officers or Executive Directors

Regional and Budget Area	Number of agencies represented	One Employee In Position Annual Salary				Multiple Employees In Position Annual Salary Ranges			
		Number of employees represented	First quartile (25%)	Median (50%)	Third quartile (75%)	Number of agencies represented	Number of employees represented	Median of lowest salary reported	Median of highest salary reported
Nationwide	858	853	$33,000	$42,840	$53,470	5	21	-	-
South West Region	140	140	$30,000	$40,000	$48,000	0	0	-	-
Mid West Region	217	216	$31,000	$41,000	$49,766	1	2	-	-
North East Region	183	182	$39,620	$47,708	$60,000	1	2	-	-
South East Region	144	144	$32,940	$42,000	$54,060	0	0	-	-
Pacific Region	162	159	$36,000	$45,000	$59,384	3	17	-	-
Agency Budget									
Under $200,000	132	132	$22,690	$27,000	$32,500	0	0	-	-
$200,000-$500,000	257	255	$31,665	$37,000	$44,000	2	6	-	-
$500,000-$700,000	108	108	$37,000	$42,000	$47,615	0	0	-	-
$700,000-$1 million	93	92	$42,840	$46,779	$53,000	1	11	-	-
$1 million-$1.5 million	98	96	$45,000	$51,500	$60,000	2	4	-	-
Above $1.5 million	161	161	$54,500	$65,000	$76,510	0	0	-	-

Minimum Educational Requirement: Chief Executive Officers or Executive Directors

No Requirement	High School	Associate/Working Toward Bachelor's	Bachelor's	Master's
2%	3%	3%	69%	23%

Compensation: Part-time Chief Executive Officers or Executive Directors

Regional and Budget Area	Number of agencies represented	One Employee In Position Hourly Wage				Multiple Employees In Position Hourly Wage Ranges			
		Number of employees represented	First quartile (25%)	Median (50%)	Third quartile (75%)	Number of agencies represented	Number of employees represented	Median of lowest wage reported	Median of highest wage reported
Nationwide	26	18	$0.00*	$8.00	$17.70	8	127	-	-
South West Region	2	2	-	-	-	0	0	-	-
Mid West Region	9	8	-	-	-	1	15	-	-
North East Region	4	2	-	-	-	2	17	-	-
South East Region	3	1	-	-	-	2	72	-	-
Pacific Region	8	5	-	-	-	3	23	-	-
Agency Budget									
Under $200,000	11	9	-	-	-	2	21	-	-
$200,000-$500,000	8	5	-	-	-	3	21	-	-
$500,000-$700,000	1	0	-	-	-	1	11	-	-
$700,000-$1 million	2	1	-	-	-	1	9	-	-
$1 million-$1.5 million	1	1	-	-	-	0	0	-	-
Above $1.5 million	3	2	-	-	-	1	65	-	-

*See explanation in introduction

Vacancies and Tenure: Chief Executive Officers or Executive Directors

Total number of position vacancies in the past year: 139

Percentage of agencies with position vacancies: 15%

Average length of tenure in position: 9 years

Compensation: Full-time Deputy, Associate, or Assistant Executive Directors

Regional and Budget Area	Number of agencies represented	One Employee In Position Annual Salary				Multiple Employees In Position Annual Salary Ranges			
		Number of employees represented	First quartile (25%)	Median (50%)	Third quartile (75%)	Number of agencies represented	Number of employees represented	Median of lowest salary reported	Median of highest salary reported
Nationwide	290	241	$27,000	$33,000	$42,000	49	110	$38,877	$43,300
South West Region	39	32	$18,915	$27,086	$34,400	7	18	-	-
Mid West Region	74	62	$25,275	$32,000	$38,129	12	25	$41,800	$43,139
North East Region	84	65	$30,000	$35,000	$45,000	19	43	$39,139	$43,000
South East Region	38	31	$28,500	$34,685	$45,745	7	16	-	-
Pacific Region	51	47	$30,000	$36,163	$48,558	4	8	-	-
Agency Budget									
Under $200,000	15	14	$14,000	$17,755	$23,250	1	2	-	-
$200,000-$500,000	59	58	$20,000	$26,000	$30,975	1	2	-	-
$500,000-$700,000	33	28	$26,250	$31,425	$34,425	5	11	-	-
$700,000-$1 million	32	27	$29,942	$32,000	$35,000	5	10	-	-
$1 million-$1.5 million	43	34	$30,315	$34,792	$39,505	9	19	-	-
Above $1.5 million	104	77	$40,000	$47,100	$54,973	27	64	$41,800	$50,429

Minimum Educational Requirement: Deputy, Associate, or Assistant Executive Directors

No Requirement	High School	Associate/Working Toward Bachelor's	Bachelor's	Master's
2%	7%	6%	70%	14%

Compensation: Part-time Deputy, Associate, or Assistant Executive Directors

Regional and Budget Area	Number of agencies represented	One Employee In Position Hourly Wage				Multiple Employees In Position Hourly Wage Ranges			
		Number of employees represented	First quartile (25%)	Median (50%)	Third quartile (75%)	Number of agencies represented	Number of employees represented	Median of lowest wage reported	Median of highest wage reported
Nationwide	12	11	$0.00*	$6.25	$12.00	1	2	-	-
South West Region	3	2	-	-	-	1	2	-	-
Mid West Region	4	4	-	-	-	0	0	-	-
North East Region	1	1	-	-	-	0	0	-	-
South East Region	2	2	-	-	-	0	0	-	-
Pacific Region	2	1	-	-	-	0	0	-	-
Agency Budget									
Under $200,000	4	3	-	-	-	1	2	-	-
$200,000-$500,000	2	2	-	-	-	0	0	-	-
$500,000-$700,000	1	1	-	-	-	0	0	-	-
$700,000-$1 million	1	1	-	-	-	0	0	-	-
$1 million-$1.5 million	1	1	-	-	-	0	0	-	-
Above $1.5 million	3	3	-	-	-	0	0	-	-

*See explanation in introduction

Vacancies and Tenure: Deputy, Associate, or Assistant Executive Directors

Total number of position vacancies in the past year: 32

Percentage of agencies with position vacancies: 12%

Average length of tenure in position: 7.7 years

Compensation: Full-time District, Area, or Membership/Marketing Directors

Regional and Budget Area	Number of agencies represented	One Employee In Position Annual Salary				Multiple Employees In Position Annual Salary Ranges			
		Number of employees represented	First quartile (25%)	Median (50%)	Third quartile (75%)	Number of agencies represented	Number of employees represented	Median of lowest salary reported	Median of highest salary reported
Nationwide	198	108	$22,000	$27,000	$32,750	90	297	$25,000	$29,884
South West Region	33	17	$18,528	$21,500	$27,307	16	75	$21,000	$25,000
Mid West Region	58	35	$22,250	$26,842	$30,914	23	72	$23,000	$30,195
North East Region	43	21	$24,169	$30,454	$34,963	22	63	$29,935	$34,782
South East Region	37	22	$23,916	$28,000	$$36,036	15	46	$27,000	$29,500
Pacific Region	25	13	$22,370	$31,000	$39,305	12	36	$27,259	$33,292
Agency Budget									
Under $200,000	3	2	-	-	-	1	2	-	-
$200,000-$500,000	35	26	$19,224	$21,950	$25,895	9	22	-	-
$500,000-$700,000	26	16	$19,291	$23,712	$26,873	10	29	$19,000	$22,500
$700,000-$1 million	34	13	$22,958	$27,780	$30,000	21	70	$21,242	$26,000
$1 million-$1.5 million	29	17	$27,986	$31,213	$33,617	12	38	$25,300	$30,492
Above $1.5 million	67	32	$29,250	$36,181	$42,862	35	132	$31,500	$38,235

Minimum Educational Requirement: District, Area, or Membership/Marketing Directors

No Requirement	High School	Associate/Working Toward Bachelor's	Bachelor's	Master's
8%	9%	13%	69%	2%

Compensation: Part-time District, Area, or Membership/Marketing Directors

Regional and Budget Area	Number of agencies represented	One Employee In Position Hourly Wage				Multiple Employees In Position Hourly Wage Ranges			
		Number of employees represented	First quartile (25%)	Median (50%)	Third quartile (75%)	Number of agencies represented	Number of employees represented	Median of lowest wage reported	Median of highest wage reported
Nationwide	25	16	$0.00*	$8.00	$9.33	9	21	-	-
South West Region	6	5	-	-	-	1	2	-	-
Mid West Region	9	4	-	-	-	5	13	-	-
North East Region	3	2	-	-	-	1	2	-	-
South East Region	1	1	-	-	-	0	0	-	-
Pacific Region	6	4	-	-	-	2	4	-	-
Agency Budget									
Under $200,000	5	4	-	-	-	1	2	-	-
$200,000-$500,000	4	1	-	-	-	3	7	-	-
$500,000-$700,000	7	4	-	-	-	3	8	-	-
$700,000-$1 million	7	5	-	-	-	2	4	-	-
$1 million-$1.5 million	0	0	-	-	-	0	0	-	-
Above $1.5 million	2	2	-	-	-	0	0	-	-

*See explanation in Introduction.

Vacancies and Tenure: District, Area, or Membership/Marketing Directors

Total number of position vacancies in the past year: 81

Percentage of agencies with position vacancies: 33%

Average length of tenure in position: 5.3 years

Compensation: Full-time Branch, Center, or Unit Directors

Regional and Budget Area	Number of agencies represented	One Employee In Position Annual Salary				Multiple Employees In Position Annual Salary Ranges			
		Number of employees represented	First quartile (25%)	Median (50%)	Third quartile (75%)	Number of agencies represented	Number of employees represented	Median of lowest salary reported	Median of highest salary reported
Nationwide	311	122	$21,032	$26,000	$32,728	189	716	$22,654	$27,718
South West Region	50	18	$18,000	$21,000	$26,325	32	108	$19,899	$22,636
Mid West Region	69	30	$22,500	$28,000	$31,544	39	155	$25,000	$30,000
North East Region	53	18	$22,700	$30,750	$44,055	35	136	$25,540	$31,860
South East Region	72	24	$19,138	$23,125	$34,125	48	191	$20,800	$26,000
Pacific Region	64	30	$23,063	$27,000	$34,625	34	134	$24,000	$30,528
Agency Budget									
Under $200,000	14	9	-	-	-	5	10	-	-
$200,000-$500,000	71	34	$17,325	$20,925	$24,125	37	91	$19,000	$24,000
$500,000-$700,000	46	18	$22,538	$24,000	$29,525	28	77	$21,000	$23,813
$700,000-$1 million	37	13	$26,179	$28,000	$29,950	24	90	$22,948	$26,306
$1 million-$1.5 million	41	14	$23,832	$31,000	$34,625	27	94	$22,500	$28,500
Above $1.5 million	98	31	$29,474	$35,597	$43,740	67	351	$27,575	$35,000

Minimum Educational Requirement: Branch, Center, or Unit Directors

No Requirement	High School	Associate/Working Toward Bachelor's	Bachelor's	Master's
3%	13%	18%	58%	9%

Compensation: Part-time Branch, Center, or Unit Directors

Regional and Budget Area	Number of agencies represented	One Employee In Position Hourly Wage				Multiple Employees In Position Hourly Wage Ranges			
		Number of employees represented	First quartile (25%)	Median (50%)	Third quartile (75%)	Number of agencies represented	Number of employees represented	Median of lowest wage reported	Median of highest wage reported
Nationwide	39	25	$6.31	$10.02	$12.50	14	45	$6.50	$7.44
South West Region	10	5	-	-	-	5	21	-	-
Mid West Region	6	5	-	-	-	1	2	-	-
North East Region	10	9	-	-	-	1	2	-	-
South East Region	5	2	-	-	-	3	8	-	-
Pacific Region	7	4	-	-	-	3	9	-	-
Agency Budget									
Under $200,000	3	2	-	-	-	1	2	-	-
$200,000-$500,000	14	6	-	-	-	8	21	-	-
$500,000-$700,000	7	5	-	-	-	2	14	-	-
$700,000-$1 million	6	4	-	-	-	2	6	-	-
$1 million-$1.5 million	5	5	-	-	-	0	0	-	-
Above $1.5 million	4	3	-	-	-	1	2	-	-

Vacancies and Tenure: Branch, Center, or Unit Directors

Total number of position vacancies in the past year: 159

Percentage of agencies with position vacancies: 40%

Average length of tenure in position: 5.2 years

Compensation: Full-time Program Administrators, Directors of Operations

Regional and Budget Area	Number of agencies represented	One Employee In Position Annual Salary				Multiple Employees In Position Annual Salary Ranges			
		Number of employees represented	First quartile (25%)	Median (50%)	Third quartile (75%)	Number of agencies represented	Number of employees represented	Median of lowest salary reported	Median of highest salary reported
Nationwide	266	215	$21,000	$26,208	$33,250	51	147	$22,000	$27,709
South West Region	38	35	$19,750	$24,000	$30,100	3	9	-	-
Mid West Region	64	47	$18,625	$24,400	$30,750	17	43	$19,703	$26,666
North East Region	57	47	$22,492	$29,778	$33,650	10	33	$22,500	$31,000
South East Region	44	36	$20,000	$25,000	$32,404	8	23	-	-
Pacific Region	60	48	$25,000	$30,164	$35,115	12	37	$25,500	$31,498
Agency Budget									
Under $200,000	27	24	$15,000	$18,000	$22,500	3	7	-	-
$200,000-$500,000	78	67	$20,000	$23,000	$27,000	11	25	$18,500	$21,000
$500,000-$700,000	28	22	$19,620	$25,800	$30,250	6	15	$22,000	$27,500
$700,000-$1 million	38	33	$24,185	$27,301	$31,000	5	12	$20,405	$23,000
$1 million-$1.5 million	33	25	$28,154	$33,600	$35,865	8	27	$23,000	$27,417
Above $1.5 million	60	42	$31,000	$38,000	$44,644	18	61	$29,950	$37,500

Minimum Educational Requirement: Program Administrators, Directors of Operations

No Requirement	High School	Associate/Working Toward Bachelor's	Bachelor's	Master's
5%	11%	17%	56%	12%

Compensation: Part-time Program Administrators, Directors of Operations

Regional and Budget Area	Number of agencies represented	One Employee In Position Hourly Wage				Multiple Employees In Position Hourly Wage Ranges			
		Number of employees represented	First quartile (25%)	Median (50%)	Third quartile (75%)	Number of agencies represented	Number of employees represented	Median of lowest wage reported	Median of highest wage reported
Nationwide	31	25	$5.00	$8.00	$14.35	6	14	-	-
South West Region	5	3	-	-	-	2	5	-	-
Mid West Region	7	5	-	-	-	2	4	-	-
North East Region	7	7	-	-	-	0	0	-	-
South East Region	5	4	-	-	-	1	3	-	-
Pacific Region	6	6	-	-	-	0	0	-	-
Agency Budget									
Under $200,000	7	6	-	-	-	1	2	-	-
$200,000-$500,000	11	7	-	-	-	4	9	-	-
$500,000-$700,000	3	3	-	-	-	0	0	-	-
$700,000-$1 million	1	1	-	-	-	0	0	-	-
$1 million-$1.5 million	4	4	-	-	-	0	0	-	-
Above $1.5 million	5	4	-	-	-	1	3	-	-

Vacancies and Tenure: Program Administrators, Directors of Operations

Total number of position vacancies in the past year: 79

Percentage of agencies with position vacancies: 27%

Average length of tenure in position: 4.9 years

Compensation: Full-time Fund Development Directors

Regional and Budget Area	Number of agencies represented	One Employee In Position Annual Salary				Multiple Employees In Position Annual Salary Ranges			
		Number of employees represented	First quartile (25%)	Median (50%)	Third quartile (75%)	Number of agencies represented	Number of employees represented	Median of lowest salary reported	Median of highest salary reported
Nationwide	241	233	$25,083	$31,000	$37,348	8	18	$23,770	$33,453
South West Region	36	35	$21,761	$28,069	$36,903	1	3	-	-
Mid West Region	65	62	$24,608	$29,172	$34,160	3	6	-	-
North East Region	48	47	$30,169	$35,000	$40,350	1	2	-	-
South East Region	39	38	$24,000	$29,400	$35,000	1	3	-	-
Pacific Region	49	48	$28,414	$34,852	$40,000	1	2	-	-
Agency Budget									
Under $200,000	5	5	-	-	-	0	0	-	-
$200,000-$500,000	15	15	$20,324	$24,500	$29,855	0	0	-	-
$500,000-$700,000	24	23	$20,000	$24,000	$28,522	1	2	-	-
$700,000-$1 million	39	39	$24,143	$25,813	$33,200	0	0	-	-
$1 million-$1.5 million	53	53	$25,650	$31,700	$34,453	0	0	-	-
Above $1.5 million	100	93	$31,076	$36,187	$42,255	7	16	-	-

Minimum Educational Requirement: Fund Development Directors

No Requirement	High School	Associate/Working Toward Bachelor's	Bachelor's	Master's
6%	3%	8%	77%	7%

Compensation: Part-time Fund Development Directors

Regional and Budget Area	Number of agencies represented	One Employee In Position Hourly Wage				Multiple Employees In Position Hourly Wage Ranges			
		Number of employees represented	First quartile (25%)	Median (50%)	Third quartile (75%)	Number of agencies represented	Number of employees represented	Median of lowest wage reported	Median of highest wage reported
Nationwide	49	49	$9.49	$13.00	$17.42	0	0	-	-
South West Region	6	6	-	-	-	0	0	-	-
Mid West Region	7	7	-	-	-	0	0	-	-
North East Region	16	16	$11.29	$15.00	$19.50	0	0	-	-
South East Region	9	9	-	-	-	0	0	-	-
Pacific Region	11	11	$8.00	$14.42	$21.50	0	0	-	-
Agency Budget									
Under $200,000	1	1	-	-	-	0	0	-	-
$200,000-$500,000	6	6	-	-	-	0	0	-	-
$500,000-$700,000	15	15	-	-	-	0	0	-	-
$700,000-$1 million	5	5	-	-	-	0	0	-	-
$1 million-$1.5 million	9	9	-	-	-	0	0	-	-
Above $1.5 million	12	12	-	-	-	0	0	-	-

Vacancies and Tenure: Fund Development Directors

Total number of position vacancies in the past year	90
Percentage of agencies with position vacancies	35%
Average length of tenure in position	3.3 years

Compensation: Full-time Financial Directors, Financial Managers

Regional and Budget Area	Number of agencies represented	One Employee In Position Annual Salary				Multiple Employees In Position Annual Salary Ranges			
		Number of employees represented	First quartile (25%)	Median (50%)	Third quartile (75%)	Number of agencies represented	Number of employees represented	Median of lowest salary reported	Median of highest salary reported
Nationwide	317	313	$23,000	$30,000	$37,851	4	8	-	-
South West Region	48	48	$21,000	$26,061	$35,000	0	0	-	-
Mid West Region	80	79	$21,825	$28,925	$35,000	1	2	-	-
North East Region	82	79	$26,265	$32,665	$41,000	3	6	-	-
South East Region	50	50	$22,889	$30,000	$38,402	0	0	-	-
Pacific Region	53	53	$22,692	$29,000	$36,750	0	0	-	-
Agency Budget									
Under $200,000	3	3	-	-	-	0	0	-	-
$200,000-$500,000	37	37	$16,126	$20,153	$23,000	0	0	-	-
$500,000-$700,000	38	38	$20,000	$23,760	$29,200	0	0	-	-
$700,000-$1 million	42	40	$20,400	$26,000	$29,833	2	4	-	-
$1 million-$1.5 million	62	60	$23,997	$28,800	$34,049	2	4	-	-
Above $1.5 million	130	130	$32,454	$38,076	$44,250	0	0	-	-

Minimum Educational Requirement: Financial Directors, Financial Managers

No Requirement	High School	Associate/Working Toward Bachelor's	Bachelor's	Master's
3%	12%	16%	62%	7%

Compensation: Part-time Financial Directors, Financial Managers

Regional and Budget Area	Number of agencies represented	One Employee In Position Hourly Wage				Multiple Employees In Position Hourly Wage Ranges			
		Number of employees represented	First quartile (25%)	Median (50%)	Third quartile (75%)	Number of agencies represented	Number of employees represented	Median of lowest wage reported	Median of highest wage reported
Nationwide	71	70	$8.00	$10.52	$15.31	1	2	-	-
South West Region	8	8	-	-	-	0	0	-	-
Mid West Region	22	22	$6.25	$10.67	$14.77	0	0	-	-
North East Region	17	16	$9.85	$12.00	$16.00	1	2	-	-
South East Region	8	8	-	-	-	0	0	-	-
Pacific Region	15	15	$8.75	$12.50	$20.45	0	0	-	-
Agency Budget									
Under $200,000	8	8	-	-	-	0	0	-	-
$200,000-$500,000	24	24	$8.00	$10.25	$14.08	0	0	-	-
$500,000-$700,000	13	13	$9.35	$11.86	$18.11	0	0	-	-
$700,000-$1 million	5	5	-	-	-	0	0	-	-
$1 million-$1.5 million	10	10	$4.61	$10.55	$17.34	0	0	-	-
Above $1.5 million	10	9	-	-	-	1	2	-	-

Vacancies and Turnover: Financial Directors, Financial Managers

Total number of position vacancies in the past year: 69

Percentage of agencies with position vacancies: 17%

Average length of tenure: 6.1 years

Compensation: Full-time Functional Administrative Specialists

Regional and Budget Area	Number of agencies represented	One Employee In Position Annual Salary				Multiple Employees In Position Annual Salary Ranges			
		Number of employees represented	First quartile (25%)	Median (50%)	Third quartile (75%)	Number of agencies represented	Number of employees represented	Median of lowest salary reported	Median of highest salary reported
Nationwide	150	120	$18,000	$22,712	$28,676	30	93	$20,538	$24,960
South West Region	19	16	$17,125	$20,000	$24,960	3	6	-	-
Mid West Region	37	27	$17,885	$21,226	$29,050	10	23	$20,972	$24,509
North East Region	32	28	$21,766	$24,969	$28,934	4	11	-	-
South East Region	30	24	$17,945	$22,034	$28,000	6	32	-	-
Pacific Region	31	24	$19,296	$25,000	$29,157	7	21	-	-
Agency Budget									
Under $200,000	5	4	-	-	-	1	2	-	-
$200,000-$500,000	33	30	$17,188	$18,000	$22,276	3	6	-	-
$500,000-$700,000	21	18	$18,125	$20,475	$23,508	3	7	-	-
$700,000-$1 million	20	17	$20,148	$21,850	$28,244	3	7	-	-
$1 million-$1.5 million	22	18	$21,089	$25,762	$29,481	4	8	-	-
Above $1.5 million	48	32	$25,110	$30,070	$35,143	16	63	$23,500	$30,500

Minimum Educational Requirement: Functional Administrative Specialists

No Requirement	High School	Associate/Working Toward Bachelor's	Bachelor's	Master's
8%	29%	22%	40%	2%

Compensation: Part-time Functional Administrative Specialists

Regional and Budget Area	Number of agencies represented	One Employee In Position Hourly Wage				Multiple Employees In Position Hourly Wage Ranges			
		Number of employees represented	First quartile (25%)	Median (50%)	Third quartile (75%)	Number of agencies represented	Number of employees represented	Median of lowest wage reported	Median of highest wage reported
Nationwide	31	21	$6.44	$10.00	$14.28	10	36	$5.90	$8.65
South West Region	4	2	-	-	-	2	8	-	-
Mid West Region	11	6	-	-	-	5	10	-	-
North East Region	8	7	-	-	-	1	2	-	-
South East Region	2	1	-	-	-	1	12	-	-
Pacific Region	6	5	-	-	-	1	4	-	-
Agency Budget									
Under $200,000	4	4	-	-	-	0	0	-	-
$200,000-$500,000	11	7	-	-	-	4	8	-	-
$500,000-$700,000	2	2	-	-	-	0	0	-	-
$700,000-$1 million	2	1	-	-	-	1	2	-	-
$1 million-$1.5 million	6	4	-	-	-	2	8	-	-
Above $1.5 million	6	3	-	-	-	3	18	-	-

Vacancies and Tenure: Functional Administrative Specialists

Total number of position vacancies in the past year: 54

Percentage of agencies with position vacancies: 31%

Average length of tenure in position: 5.5 years

Compensation: Full-time Human Resources Directors or Managers of Employment Services

Regional and Budget Area	Number of agencies represented	One Employee In Position Annual Salary				Multiple Employees In Position Annual Salary Ranges			
		Number of employees represented	First quartile (25%)	Median (50%)	Third quartile (75%)	Number of agencies represented	Number of employees represented	Median of lowest salary reported	Median of highest salary reported
Nationwide	71	70	$25,178	$30,295	$37,132	1	3	-	-
South West Region	10	9	-	-	-	1	3	-	-
Mid West Region	17	17	$22,000	$26,708	$37,075	0	0	-	-
North East Region	20	20	$25,500	$30,590	$38,000	0	0	-	-
South East Region	5	5	-	-	-	0	0	-	-
Pacific Region	18	18	$25,150	$31,725	$36,915	0	0	-	-
Agency Budget									
Under $200,000	1	1	-	-	-	0	0	-	-
$200,000-$500,000	2	2	-	-	-	0	0	-	-
$500,000-$700,000	3	3	-	-	-	0	0	-	-
$700,000-$1 million	5	5	-	-	-	0	0	-	-
$1 million-$1.5 million	6	6	-	-	-	0	0	-	-
Above $1.5 million	50	49	$28,733	$33,980	$40,000	1	3	-	-

Minimum Educational Requirement: Human Resource Directors or Managers of Employment Services

No Requirement	High School	Associate/Working Toward Bachelor's	Bachelor's	Master's
7%	3%	12%	71%	8%

Compensation: Part-time Human Resource Directors or Managers of Employment Services

Regional and Budget Area	Number of agencies represented	One Employee In Position Hourly Wage				Multiple Employees In Position Hourly Wage Ranges			
		Number of employees represented	First quartile (25%)	Median (50%)	Third quartile (75%)	Number of agencies represented	Number of employees represented	Median of lowest wage reported	Median of highest wage reported
Nationwide	9	9	-	-	-	0	0	-	-
South West Region	0	0	-	-	-	0	0	-	-
Mid West Region	3	3	-	-	-	0	0	-	-
North East Region	3	3	-	-	-	0	0	-	-
South East Region	1	1	-	-	-	0	0	-	-
Pacific Region	2	2	-	-	-	0	0	-	-
Agency Budget									
Under $200,000	0	0	-	-	-	0	0	-	-
$200,000-$500,000	0	0	-	-	-	0	0	-	-
$500,000-$700,000	0	0	-	-	-	0	0	-	-
$700,000-$1 million	1	1	-	-	-	0	0	-	-
$1 million-$1.5 million	1	1	-	-	-	0	0	-	-
Above $1.5 million	5	5	-	-	-	0	0	-	-

Vacancies and Tenure: Human Resource Directors or Managers of Employment Services

Total number of position vacancies in the past year	5
Percentage of agencies with position vacancies	8%
Average length of tenure in position	4.9 years

Compensation: Full-time Public Relations or Communications Directors

Regional and Budget Area	Number of agencies represented	One Employee In Position Annual Salary				Multiple Employees In Position Annual Salary Ranges			
		Number of employees represented	First quartile (25%)	Median (50%)	Third quartile (75%)	Number of agencies represented	Number of employees represented	Median of lowest salary reported	Median of highest salary reported
Nationwide	148	146	$22,709	$27,150	$31,150	2	4	-	-
South West Region	27	26	$20,200	$24,245	$27,750	1	2	-	-
Mid West Region	48	47	$21,315	$25,708	$30,000	1	2	-	-
North East Region	23	23	$27,000	$28,100	$35,000	0	0	-	-
South East Region	30	30	$22,854	$28,000	$36,294	0	0	-	-
Pacific Region	19	19	$25,291	$30,600	$34,163	0	0	-	-
Agency Budget									
Under $200,000	1	1	-	-	-	0	0	-	-
$200,000-$500,000	9	9	-	-	-	0	0	-	-
$500,000-$700,000	13	13	$16,500	$22,500	$24,543	0	0	-	-
$700,000-$1 million	24	24	$22,072	$24,245	$26,306	0	0	-	-
$1 million-$1.5 million	25	25	$21,202	$24,250	$27,875	0	0	-	-
Above $1.5 million	73	71	$28,000	$30,385	$35,067	2	4	-	-

Minimum Educational Requirement: Public Relations or Communications Directors

No Requirement	High School	Associate/Working Toward Bachelor's	Bachelor's	Master's
7%	4%	8%	81%	1%

Compensation: Part-time Public Relations or Communications Directors

Regional and Budget Area	Number of agencies represented	One Employee In Position Hourly Wage				Multiple Employees In Position Hourly Wage Ranges			
		Number of employees represented	First quartile (25%)	Median (50%)	Third quartile (75%)	Number of agencies represented	Number of employees represented	Median of lowest wage reported	Median of highest wage reported
Nationwide	41	38	$7.75	$11.40	$13.20	3	6	-	-
South West Region	6	6	-	-	-	0	0	-	-
Mid West Region	12	11	$6.81	$8.30	$14.00	1	2	-	-
North East Region	10	9	-	-	-	1	2	-	-
South East Region	8	8	-	-	-	0	0	-	-
Pacific Region	5	4	-	-	-	1	2	-	-
Agency Budget									
Under $200,000	2	1	-	-	-	1	2	-	-
$200,000-$500,000	3	3	-	-	-	0	0	-	-
$500,000-$700,000	10	10	$8.00	$13.00	$14.50	0	0	-	-
$700,000-$1 million	7	7	-	-	-	0	0	-	-
$1 million-$1.5 million	9	9	-	-	-	0	0	-	-
Above $1.5 million	9	7	-	-	-	2	4	-	-

Vacancies and Tenure: Public Relations or Communications Directors

Total number of position vacancies in the past year: 42

Percentage of agencies with position vacancies: 25%

Average length of tenure in position: 4.1 years

Compensation: Full-time Volunteer Development Directors

Regional and Budget Area	Number of agencies represented	One Employee In Position Annual Salary				Multiple Employees In Position Annual Salary Ranges			
		Number of employees represented	First quartile (25%)	Median (50%)	Third quartile (75%)	Number of agencies represented	Number of employees represented	Median of lowest salary reported	Median of highest salary reported
Nationwide	115	99	$19,431	$25,000	$28,926	16	62	$22,500	$25,000
South West Region	20	18	$17,925	$19,709	$25,000	2	4	-	-
Mid West Region	37	32	$18,287	$23,279	$26,828	5	18	-	-
North East Region	22	19	$23,250	$27,200	$30,000	3	14	-	-
South East Region	20	18	$25,047	$28,722	$30,612	2	6	-	-
Pacific Region	14	10	$23,160	$29,812	$32,273	4	20	-	-
Agency Budget									
Under $200,000	5	2	-	-	-	3	16	-	-
$200,000-$500,000	13	12	$16,675	$18,746	$20,468	1	2	-	-
$500,000-$700,000	11	11	$19,418	$22,000	$25,000	0	0	-	-
$700,000-$1 million	17	15	$20,222	$24,500	$27,275	2	9	-	-
$1 million-$1.5 million	20	20	$24,954	$26,425	$29,624	0	0	-	-
Above $1.5 million	48	38	$24,000	$28,700	$30,000	10	35	$25,548	$28,250

Minimum Educational Requirement: Volunteer Development Directors

No Requirement	High School	Associate/Working Toward Bachelor's	Bachelor's	Master's
4%	11%	12%	72%	1%

Compensation: Part-time Volunteer Development Directors

Regional and Budget Area	Number of agencies represented	One Employee In Position Hourly Wage				Multiple Employees In Position Hourly Wage Ranges			
		Number of employees represented	First quartile (25%)	Median (50%)	Third quartile (75%)	Number of agencies represented	Number of employees represented	Median of lowest wage reported	Median of highest wage reported
Nationwide	38	35	$7.00	$9.36	$10.81	3	7	-	-
South West Region	6	6	-	-	-	0	0	-	-
Mid West Region	13	10	$6.00	$7.35	$10.00	3	7	-	-
North East Region	8	8	-	-	-	0	0	-	-
South East Region	2	2	-	-	-	0	0	-	-
Pacific Region	8	8	-	-	-	0	0	-	-
Agency Budget									
Under $200,000	5	5	-	-	-	0	0	-	-
$200,000-$500,000	12	11	$7.26	$8.85	$10.16	1	2	-	-
$500,000-$700,000	6	6	-	-	-	0	0	-	-
$700,000-$1 million	3	3	-	-	-	0	0	-	-
$1 million-$1.5 million	1	1	-	-	-	0	0	-	-
Above $1.5 million	11	9	-	-	-	2	5	-	-

Vacancies and Tenure: Volunteer Development Directors

Total number of position vacancies in the past year:	30
Percentage of agencies with position vacancies:	22%
Average length of tenure in position:	4.7 years

Compensation: Full-time Casework Supervisors

Regional and Budget Area	Number of agencies represented	One Employee In Position Annual Salary				Multiple Employees In Position Annual Salary Ranges			
		Number of employees represented	First quartile (25%)	Median (50%)	Third quartile (75%)	Number of agencies represented	Number of employees represented	Median of lowest salary reported	Median of highest salary reported
Nationwide	75	42	$18,468	$23,730	$27,244	33	118	$23,000	$28,372
South West Region	14	12	$18,000	$25,000	$28,000	2	7	-	-
Mid West Region	15	9	-	-	-	6	21	-	-
North East Region	19	9	-	-	-	10	32	$25,000	$27,812
South East Region	8	4	-	-	-	4	9	-	-
Pacific Region	18	8	-	-	-	10	37	$23,275	$30,324
Agency Budget									
Under $200,000	0	0	-	-	-	0	0	-	-
$200,000-$500,000	13	11	$17,625	$18,700	$25,528	2	5	-	-
$500,000-$700,000	7	6	-	-	-	1	2	-	-
$700,000-$1 million	5	5	-	-	-	0	0	-	-
$1 million-$1.5 million	9	7	-	-	-	2	5	-	-
Above $1.5 million	39	11	$20,837	$27,000	$30,914	28	106	$25,452	$31,410

Minimum Educational Requirement: Casework Supervisors

No Requirement	High School	Associate/WorkingToward Bachelor's	Bachelor's	Master's
5%	5%	10%	53%	27%

Compensation: Part-time Casework Supervisors

Regional and Budget Area	Number of agencies represented	One Employee In Position Hourly Wage				Multiple Employees In Position Hourly Wage Ranges			
		Number of employees represented	First quartile (25%)	Median (50%)	Third quartile (75%)	Number of agencies represented	Number of employees represented	Median of lowest wage reported	Median of highest wage reported
Nationwide	8	6	-	-	-	2	5	-	-
South West Region	0	0	-	-	-	0	0	-	-
Mid West Region	4	4	-	-	-	0	0	-	-
North East Region	0	0	-	-	-	0	0	-	-
South East Region	0	0	-	-	-	0	0	-	-
Pacific Region	3	3	-	-	-	0	0	-	-
Agency Budget									
Under $200,000	2	2	-	-	-	0	0	-	-
$200,000-$500,000	1	1	-	-	-	0	0	-	-
$500,000-$700,000	1	1	-	-	-	0	0	-	-
$700,000-$1 million	1	1	-	-	-	0	0	-	-
$1 million-$1.5 million	0	0	-	-	-	0	0	-	-
Above $1.5 million	2	2	-	-	-	0	0	-	-

Vacancies and Tenure: Casework Supervisors

Total number of position vacancies in the past year: 31

Percentage of agencies with position vacancies: 35%

Average length of tenure in position: 3.9 years

Compensation: Full-time Counseling Supervisors or Clinical Directors

Regional and Budget Area	Number of agencies represented	One Employee In Position Annual Salary				Multiple Employees In Position Annual Salary Ranges			
		Number of employees represented	First quartile (25%)	Median (50%)	Third quartile (75%)	Number of agencies represented	Number of employees represented	Median of lowest salary reported	Median of highest salary reported
Nationwide	78	63	$24,111	$30,000	$36,880	15	45	$24,178	$30,000
South West Region	9	8	-	-	-	1	2	-	-
Mid West Region	19	17	$23,401	$26,125	$32,125	2	4	-	-
North East Region	24	19	$24,000	$27,000	$36,850	5	13	-	-
South East Region	9	8	-	-	-	1	5	-	-
Pacific Region	18	8	-	-	-	10	37	$27,000	$35,500
Agency Budget									
Under $200,000	2	2	-	-	-	0	0	-	-
$200,000-$500,000	8	8	-	-	-	0	0	-	-
$500,000-$700,000	12	12	$18,205	$23,434	$27,500	0	0	-	-
$700,000-$1 million	7	7	-	-	-	0	0	-	-
$1 million-$1.5 million	16	13	$26,125	$37,900	$44,000	3	7	-	-
Above $1.5 million	33	21	$30,000	$35,000	$39,837	12	38	$27,825	$31,400

Minimum Educational Requirement: Counseling Supervisors or Clinical Directors

No Requirement	High School	Associate/Working Toward Bachelor's	Bachelor's	Masters
5%	1%	1%	26%	67%

Compensation: Part-time Counseling Supervisors or Clinical Directors

Regional and Budget Area	Number of agencies represented	One Employee In Position Hourly Wage				Multiple Employees In Position Hourly Wage Ranges			
		Number of employees represented	First quartile (25%)	Median (50%)	Third quartile (75%)	Number of agencies represented	Number of employees represented	Median of lowest wage reported	Median of highest wage reported
Nationwide	19	16	$11.40	$17.24	$20.00	3	9	-	-
South West Region	1	1	-	-	-	0	0	-	-
Mid-West Region	4	3	-	-	-	1	2	-	-
North East Region	2	2	-	-	-	0	0	-	-
South East Region	3	3	-	-	-	0	0	-	-
Pacific Region	8	6	-	-	-	2	7	-	-
Agency Budget									
Under $200,000	0	0	-	-	-	0	0	-	-
$200,000-$500,000	5	4	-	-	-	1	2	-	-
$500,000-$700,000	2	2	-	-	-	0	0	-	-
$700,000-$1 million	2	2	-	-	-	0	0	-	-
$1 million-$1.5 million	4	2	-	-	-	2	7	-	-
Above $1.5 million	6	6	-	-	-	0	0	-	-

Vacancies and Tenure: Counseling Supervisors or Clinical Directors

Total number of position vacancies in the past year:	25
Percentage of agencies with position vacancies:	26%
Average length of tenure in position:	5 years

Compensation: Full-time Cultural Enrichment Directors

Regional and Budget Area	Number of agencies represented	One Employee In Position Annual Salary				Multiple Employees In Position Annual Salary Ranges			
		Number of employees represented	First quartile (25%)	Median (50%)	Third quartile (75%)	Number of agencies represented	Number of employees represented	Median of lowest salary reported	Median of highest salary reported
Nationwide	48	39	$16,800	$19,000	$23,760	9	23	$17,500	$22,685
South West Region	7	6	-	-	-	1	2	-	-
Mid West Region	11	9	-	-	-	2	7	-	-
North East Region	7	6	-	-	-	1	2	-	-
South East Region	10	7	-	-	-	3	6	-	-
Pacific Region	12	10	$18,000	$21,000	$24,000	2	6	-	-
Agency Budget									
Under $200,000	2	2	-	-	-	0	0	-	-
$200,000-$500,000	11	10	$17,750	$18,735	$19,983	1	2	-	-
$500,000-$700,000	7	7	-	-	-	0	0	-	-
$700,000-$1 million	8	6	-	-	-	2	6	-	-
$1 million-$1.5 million	6	5	-	-	-	1	2	-	-
Above $1.5 million	13	9	-	-	-	4	11	-	-

Minimum Educational Requirement: Cultural Enrichment Directors

No Requirement	High School	Associate/Working Towards Bachelor's	Bachelor's	Master's
13%	42%	24%	22%	0%

Compensation: Part-time Cultural Enrichment Directors

Regional and Budget Area	Number of agencies represented	One Employee In Position Hourly Wage				Multiple Employees In Position Hourly Wage Ranges			
		Number of employees represented	First quartile (25%)	Median (50%)	Third quartile (75%)	Number of agencies represented	Number of employees represented	Median of lowest salary reported	Median of highest salary reported
Nationwide	110	66	$5.00	$6.15	$8.00	44	140	$5.00	$6.50
South West Region	19	13	$4.50	$5.00	$7.13	6	15	-	-
Mid West Region	21	14	$5.00	$6.00	$8.16	7	22	-	-
North East Region	13	10	$6.50	$7.50	$10.00	3	8	-	-
South East Region	23	8	-	-	-	15	57	$5.00	$6.00
Pacific Region	34	21	$5.44	$6.88	$8.00	13	38	$5.50	$7.00
Agency Budget									
Under $200,000	20	18	$4.46	$5.00	$6.25	2	5	-	-
$200,000-$500,000	46	29	$5.50	$6.08	$8.00	17	46	$5.00	$6.50
$500,000-$700,000	13	7	-	-	-	6	15	-	-
$700,000-$1 million	9	3	-	-	-	6	18	-	-
$1 million-$1.5 million	7	4	-	-	-	3	7	-	-
Above $1.5 million	15	5	-	-	-	10	49	$5.50	$7.20

Vacancies and Tenure: Cultural Enrichment Directors

Total number of position vacancies in the past year: 105

Percentage of agencies with position vacancies: 53%

Average length of tenure in position: 2.8 years

Compensation: Full-time Day Care Directors, Before-After School Coordinators

Regional and Budget Area	Number of agencies represented	One Employee In Position Annual Salary				Multiple Employees In Position Annual Salary Ranges			
		Number of employees represented	First quartile (25%)	Median (50%)	Third quartile (75%)	Number of agencies represented	Number of employees represented	Median of lowest salary reported	Median of highest salary reported
Nationwide	154	98	$18,050	$21,000	$24,000	56	229	$18,009	$23,232
South West Region	21	14	$19,000	$22,000	$24,000	7	35	-	-
Mid West Region	37	23	$16,259	$18,558	$20,750	14	59	$16,100	$20,806
North East Region	38	28	$20,500	$24,300	$28,000	10	29	$20,132	$26,245
South East Region	18	13	$18,500	$21,000	$22,500	5	32	-	-
Pacific Region	39	19	$18,000	$19,880	$24,000	20	70	$18,720	$24,397
Agency Budget									
Under $200,000	3	3	-	-	-	0	0	-	-
$200,000-$500,000	32	26	$14,875	$18,450	$20,000	6	14	-	-
$500,000-$700,000	20	15	$18,000	$21,000	$23,000	5	10	-	-
$700,000-$1 million	21	16	$19,500	$20,500	$22,500	5	16	-	-
$1 million-$1.5 million	25	16	$22,005	$23,250	$24,000	9	32	-	-
Above $1.5 million	49	20	$20,000	$25,540	$32,500	29	147	$19,000	$25,907

Minimum Educational Requirement: Day Care Directors, Before-After School Coordinators

No Requirement	High School	Associate/Working Toward Bachelor's	Bachelor's	Master's
3%	15%	24%	55%	3%

Compensation: Part-time Day Care Directors, Before-After School Coordinators

Regional and Budget Area	Number of agencies represented	One Employee In Position Hourly Wage				Multiple Employees In Position Hourly Wage Ranges			
		Number of employees represented	First quartile (25%)	Median (50%)	Third quartile (75%)	Number of agencies represented	Number of employees represented	Median of lowest wage reported	Median of highest wage reported
Nationwide	54	33	$6.50	$7.75	$8.94	21	60	$6.00	$6.94
Souwth West Region	7	4	-	-	-	3	7	-	-
Mid West Region	14	7	-	-	-	7	39	-	-
North East Region	15	13	$6.75	$8.00	$10.50	2	11	-	-
South East Region	9	5	-	-	-	4	13	-	-
Pacific Region	9	4	-	-	-	5	10	-	-
Agency Budget									
Under $200,000	3	0	-	-	-	3	17	-	-
$200,000-$500,000	11	8	-	-	-	3	15	-	-
$500,000-$700,000	17	11	$6.00	$7.25	$8.38	6	17	-	-
$700,000-$1 million	7	6	-	-	-	1	3	-	-
$1 million-$1.5 million	8	3	-	-	-	5	21	-	-
Above $1.5 million	7	4	-	-	-	3	7	-	-

Vacancies and Tenure: Day Care Directors, Before-After School Coordinators

Total number of position vacancies in the past year: 138

Percentage of agencies with position vacancies: 53%

Compensation: Full-time Educational Directors

Regional and Budget Area	Number of agencies represented	One Employee In Position Annual Salary				Multiple Employees In Position Annual Salary Ranges			
		Number of employees represented	First quartile (25%)	Median (50%)	Third quartile (75%)	Number of agencies represented	Number of employees represented	Median of lowest salary reported	Median of highest salary reported
Nationwide	156	128	$18,000	$22,700	$27,260	28	81	$18,350	$22,100
South West Region	25	19	$16,000	$18,585	$24,688	6	18	-	-
Mid West Region	42	32	$17,800	$22,500	$28,184	10	36	$18,200	$22,000
North East Region	26	25	$20,500	$24,000	$26,781	1	3	-	-
South East Region	33	26	$17,500	$22,939	$28,742	7	16	-	-
Pacific Region	26	22	$17,000	$23,000	$28,000	4	8	-	-
Agency Budget									
Under $200,000	6	6	-	-	-	0	0	-	-
$200,000-$500,000	31	29	$15,425	$17,500	$21,152	2	4	-	-
$500,000-$700,000	18	14	$16,695	$19,750	$24,000	4	8	-	-
$700,000-$1 million	22	20	$17,750	$20,000	$21,700	2	5	-	-
$1 million-$1.5 million	26	21	$20,756	$23,971	$27,401	5	11	-	-
Above $1.5 million	50	36	$24,835	$29,900	$35,542	14	51	$19,500	$25,077

Minimum Educational Requirement: Educational Directors

No Requirement	High School	Associate/Working Toward Bachelor's	Bachelor's	Master's
5%	12%	20%	57%	6%

Compensation: Part-time Educational Directors

Regional and Budget Area	Number of agencies represented	One Employee In Position Hourly Wage				Multiple Employees In Position Hourly Wage Ranges			
		Number of employees represented	First quartile (25%)	Median (50%)	Third quartile (75%)	Number of agencies represented	Number of employees represented	Median of lowest wage reported	Median of highest wage reported
Nationwide	109	80	$6.00	$7.00	$9.00	29	100	$5.25	$6.50
South West Region	17	13	$5.00	$5.50	$7.00	4	14	-	-
Mid West Region	23	17	$5.25	$6.00	$10.00	6	16	-	-
North East Region	17	15	$7.00	$8.31	$11.05	2	4	-	-
South East Region	20	7	-	-	-	13	56	$5.25	$7.00
Pacific Region	32	28	$6.00	$7.50	$10.26	4	10	-	-
Agency Budget									
Under $200,000	16	16	$4.88	$5.50	$6.00	0	0	-	-
$200,000-$500,000	47	33	$6.00	$7.00	$9.25	14	42	$5.25	$6.50
$500,000-$700,000	15	11	$5.75	$6.40	$10.08	4	12	-	-
$700,000-$1 million	11	7	-	-	-	4	10	-	-
$1 million-$1.5 million	11	8	-	-	-	3	14	-	-
Above $1.5 million	9	5	-	-	-	4	22	-	-

Vacancies and Tenure: Educational Directors

Total number of position vacancies in the past year: 105

Percentage of agencies with position vacancies: 37%

Average length of tenure in position: 3.5 years

Compensation: Full-time Environmental (Outdoor) Education Directors

Regional and Budget Area	Number of agencies represented	One Employee In Position Annual Salary				Multiple Employees In Position Annual Salary Ranges			
		Number of employees represented	First quartile (25%)	Median (50%)	Third quartile (75%)	Number of agencies represented	Number of employees represented	Median of lowest salary reported	Median of highest salary reported
Nationwide	54	49	$21,000	$25,860	$31,197	5	12	-	-
South West Region	5	4	-	-	-	1	2	-	-
Mid West Region	16	14	$19,000	$21,320	$29,202	2	6	-	-
North East Region	16	14	$21,151	$25,430	$33,035	2	4	-	-
South East Region	9	9	-	-	-	0	0	-	-
Pacific Region	8	8	-	-	-	0	0	-	-
Agency Budget									
Under $200,000	0	0	-	-	-	0	0	-	-
$200,000-$500,000	3	3	-	-	-	0	0	-	-
$500,000-$700,000	5	5	-	-	-	0	0	-	-
$700,000-$1 million	7	7	-	-	-	0	0	-	-
$1 million-$1.5 million	7	6	-	-	-	1	2	-	-
Above $1.5 million	30	27	$22,880	$29,202	$36,400	3	8	-	-

Minimum Educational Requirement: Environmental (Outdoor) Education Directors

No Requirement	High School	Associate/Working Toward Bachelor's	Bachelor's	Master's
11%	10%	15%	64%	1%

Compensation: Part-time Environmental (Outdoor) Education Directors

Regional and Budget Area	Number of agencies represented	One Employee In Position Hourly Wage				Multiple Employees In Position Hourly Wage Ranges			
		Number of employees represented	First quartile (25%)	Median (50%)	Third quartile (75%)	Number of agencies represented	Number of employees represented	Median of lowest wage reported	Median of highest wage reported
Nationwide	28	25	$4.81	$8.13	$10.00	3	16	-	-
South West Region	3	1	-	-	-	2	14	-	-
Mid West Region	8	7	-	-	-	1	2	-	-
North East Region	7	7	-	-	-	0	0	-	-
South East Region	7	7	-	-	-	0	0	-	-
Pacific Region	3	3	-	-	-	0	0	-	-
Agency Budget									
Under $200,000	3	3	-	-	-	0	0	-	-
$200,000-$500,000	8	6	-	-	-	2	6	-	-
$500,000-$700,000	4	3	-	-	-	1	10	-	-
$700,000-$1 million	2	2	-	-	-	0	0	-	-
$1 million-$1.5 million	6	6	-	-	-	0	0	-	-
Above $1.5 million	5	5	-	-	-	0	0	-	-

Vacancies and Tenure: Environmental (Outdoor) Education Directors

Total number of position vacancies in the past year: 25

Percentage of agencies with position vacancies: 25%

Average length of tenure in position: 4.5 years

Compensation: Full-time Field Directors

Regional and Budget Area	Number of agencies represented	One Employee In Position Annual Salary				Multiple Employees In Position Annual Salary Ranges			
		Number of employees represented	First quartile (25%)	Median (50%)	Third quartile (75%)	Number of agencies represented	Number of employees represented	Median of lowest salary reported	Median of highest salary reported
Nationwide	153	22	$16,224	$19,000	$22,844	131	673	$20,002	$24,823
South West Region	21	7	-	-	-	14	76	$19,265	$23,851
Mid West Region	52	7	-	-	-	45	188	$19,553	$23,290
North East Region	32	3	-	-	-	29	176	$21,632	$28,542
South East Region	30	1	-	-	-	29	183	$20,004	$25,514
Pacific Region	16	4	-	-	-	12	44	$21,839	$26,294
Agency Budget									
Under $200,000	1	0	-	-	-	1	2	-	-
$200,000-$500,000	27	8	-	-	-	19	51	$17,500	$19,817
$500,000-$700,000	19	3	-	-	-	16	51	$18,122	$21,138
$700,000-$1 million	27	1	-	-	-	26	90	$19,376	$23,000
$1 million-$1.5 million	28	6	-	-	-	22	100	$21,632	$24,497
Above $1.5 million	49	4	-	-	-	45	365	$22,300	$28,809

Minimum Educational Requirement: Field Directors

No Requirement	High School	Associate/Working Toward Bachelor's	Bachelor's	Master's
14%	22%	16%	48%	1%

Compensation: Part-time Field Directors

Regional and Budget Area	Number of agencies represented	One Employee In Position Hourly Wage				Multiple Employees In Position Hourly Wage Ranges			
		Number of employees represented	First quartile (25%)	Median (50%)	Third quartile (75%)	Number of agencies represented	Number of employees represented	Median of lowest wage reported	Median of highest wage reported
Nationwide	66	31	$5.88	$9.61	$12.03	35	137	$7.00	$8.00
South West Region	9	6	-	-	-	3	9	-	-
Mid West Region	20	8	-	-	-	12	40	$6.77	$7.50
North East Region	16	7	-	-	-	9	45	-	-
South East Region	13	5	-	-	-	8	28	-	-
Pacific Region	8	5	-	-	-	3	15	-	-
Agency Budget									
Under $200,000	6	4	-	-	-	2	4	-	-
$200,000-$500,000	15	8	-	-	-	7	24	-	-
$500,000-$700,000	6	3	-	-	-	3	12	-	-
$700,000-$1 million	12	5	-	-	-	7	43	-	-
$1 million-$1.5 million	12	5	-	-	-	7	20	-	-
Above $1.5 million	15	6	-	-	-	9	34	-	-

Vacancies and Tenure: Field Directors

Total number of position vacancies in the past year: 185

Percentage of agencies with position vacancies: 61%

Average length of tenure in position: 4.1 years

Compensation: Full-time Health Promotion and Education Directors

Regional and Budget Area	Number of agencies represented	One Employee In Position Annual Salary				Multiple Employees In Position Annual Salary Ranges			
		Number of employees represented	First quartile (25%)	Median (50%)	Third quartile (75%)	Number of agencies represented	Number of employees represented	Median of lowest salary reported	Median of highest salary reported
Nationwide	64	54	$19,702	$23,250	$27,538	10	25	$17,500	$19,760
South West Region	10	8	-	-	-	2	5	-	-
Mid West Region	23	21	$17,027	$21,500	$27,843	2	4	-	-
North East Region	10	10	$23,500	$27,500	$31,500	0	0	-	-
South East Region	11	8	-	-	-	3	9	-	-
Pacific Region	9	6	-	-	-	3	7	-	-
Agency Budget									
Under $200,000	3	3	-	-	-	0	0	-	-
$200,000-$500,000	11	10	$18,500	$21,000	$23,600	1	2	-	-
$500,000-$700,000	7	7	-	-	-	0	0	-	-
$700,000-$1 million	6	4	-	-	-	2	4	-	-
$1 million-$1.5 million	10	9	-	-	-	1	3	-	-
Above $1.5 million	24	18	$24,623	$28,604	$31,790	6	16	-	-

Minimum Educational Requirement: Health Promotion and Education Directors

No Requirement	High School	Associate/Working Toward Bachelor's	Bachelor's	Master's
4%	16%	23%	47%	9%

Compensation: Part-time Health Promotion and Education Directors

Regional and Budget Area	Number of agencies represented	One Employee In Position Hourly Wage				Multiple Employees In Position Hourly Wage Ranges			
		Number of employees represented	First quartile (25%)	Median (50%)	Third quartile (75%)	Number of agencies represented	Number of employees represented	Median of lowest wage reported	Median of highest wage reported
Nationwide	35	20	$5.00	$7.00	$9.00	15	50	$5.00	$5.80
South West Region	8	4	-	-	-	4	11	-	-
Mid West Region	11	6	-	-	-	5	15	-	-
North East Region	5	5	-	-	-	0	0	-	-
South East Region	8	4	-	-	-	4	18	-	-
Pacific Region	3	1	-	-	-	2	6	-	-
Agency Budget									
Under $200,000	7	4	-	-	-	3	6	-	-
$200,000-$500,000	9	5	-	-	-	4	12	-	-
$500,000-$700,000	4	3	-	-	-	1	4	-	-
$700,000-$1 million	2	1	-	-	-	1	2	-	-
$1 million-$1.5 million	6	3	-	-	-	3	10	-	-
Above $1.5 million	7	4	-	-	-	3	16	-	-

Vacancies and Tenure: Health Promotion and Education Directors

Total number of position vacancies in the past year: 47

Percentage of agencies with position vacancies: 41%

Average length of tenure in position: 3.4 years

Compensation: Full-time Housing (Emergency Shelter) Directors

Regional and Budget Area	Number of agencies represented	One Employee In Position Annual Salary				Multiple Employees In Position Annual Salary Ranges			
		Number of employees represented	First quartile (25%)	Median (50%)	Third quartile (75%)	Number of agencies represented	Number of employees represented	Median of lowest salary reported	Median of highest salary reported
Nationwide	67	57	$21,108	$25,512	$31,750	10	34	$26,172	$31,439
South West Region	12	11	$18,675	$24,500	$29,722	1	5	-	-
Mid West Region	22	22	$20,496	$25,523	$32,000	0	0	-	-
North East Region	13	10	$22,561	$27,398	$32,950	3	6	-	-
South East Region	7	4	-	-	-	3	7	-	-
Pacific Region	12	10	$21,206	$29,500	$31,825	2	4	-	-
Agency Budget									
Under $200,000	3	3	-	-	-	0	0	-	-
$200,000-$500,000	6	6	-	-	-	0	0	-	-
$500,000-$700,000	7	7	-	-	-	0	0	-	-
$700,000-$1 million	6	5	-	-	-	1	2	-	-
$1 million-$1.5 million	12	10	$18,821	$20,200	$23,500	2	7	-	-
Above $1.5 million	31	24	$24,623	$28,604	$31,790	7	25	-	-

Minimum Educational Requirement: Housing (Emergency Shelter) Directors

No Requirement	High School	Associate/Working Toward Bachelor's	Bachelor's	Master's
5%	5%	14%	57%	21%

Compensation: Part-time Housing (Emergency Shelter) Directors

Regional and Budget Area	Number of agencies represented	One Employee In Position Hourly Wage				Multiple Employees In Position Hourly Wage Ranges			
		Number of employees represented	First quartile (25%)	Median (50%)	Third quartile (75%)	Number of agencies represented	Number of employees represented	Median of lowest wage reported	Median of highest wage reported
Nationwide	9	9	-	-	-	0	0	-	-
South West Region	0	0	-	-	-	0	0	-	-
Mid West Region	5	5	-	-	-	0	0	-	-
North East Region	3	3	-	-	-	0	0	-	-
South East Region	0	0	-	-	-	0	0	-	-
Pacific Region	1	1	-	-	-	0	0	-	-
Agency Budget									
Under $200,000	1	1	-	-	-	0	0	-	-
$200,000-$500,000	1	1	-	-	-	0	0	-	-
$500,000-$700,000	0	0	-	-	-	0	0	-	-
$700,000-$1 million	0	0	-	-	-	0	0	-	-
$1 million-$1.5 million	2	2	-	-	-	0	0	-	-
Above $1.5 million	3	3	-	-	-	0	0	-	-

Vacancies and Tenure: Housing (Emergency Shelter) Directors

Total number of position vacancies in the past year:	19
Percentage of agencies with position vacancies:	26%
Average length of tenure in position:	5.5 years

Compensation: Full-time Physical Education or Athletic Directors

Regional and Budget Area	Number of agencies represented	One Employee In Position Annual Salary				Multiple Employees In Position Annual Salary Ranges			
		Number of employees represented	First quartile (25%)	Median (50%)	Third quartile (75%)	Number of agencies represented	Number of employees represented	Median of lowest salary reported	Median of highest salary reported
Nationwide	161	121	$16,700	$18,500	$22,750	40	140	$17,500	$20,800
South West Region	23	18	$15,498	$18,500	$22,500	5	15	-	-
Mid West Region	28	19	$15,217	$16,925	$20,625	9	28	-	-
North East Region	44	38	$18,000	$21,000	$24,000	6	22	-	-
South East Region	29	20	$17,090	$19,000	$21,091	9	40	-	-
Pacific Region	34	24	$16,125	$19,600	$24,000	10	33	$18,035	$20,067
Agency Budget									
Under $200,000	10	10	$13,860	$16,992	$18,750	0	0	-	-
$200,000-$500,000	55	52	$15,937	$18,000	$21,000	3	7	-	-
$500,000-$700,000	28	24	$17,035	$18,500	$24,000	4	8	-	-
$700,000-$1 million	16	10	$17,500	$23,000	$25,000	6	15	-	-
$1 million-$1.5 million	17	8	-	-	-	9	23	-	-
Above $1.5 million	33	16	$21,000	$23,598	$27,250	15	85	$18,645	$23,057

Minimum Educational Requirement: Physical Education or Athletic Directors

No Requirement	High School	Associate/Working Toward Bachelor's	Bachelor's	Master's
5%	25%	31%	39%	0%

Compensation: Part-time Physical Education or Athletic Directors

Regional and Budget Area	Number of agencies represented	One Employee In Position Hourly Wage				Multiple Employees In Position Hourly Wage Ranges			
		Number of employees represented	First quartile (25%)	Median (50%)	Third quartile (75%)	Number of agencies represented	Number of employees represented	Median of lowest wage reported	Median of highest wage reported
Nationwide	111	60	$5.07	$6.00	$8.00	51	154	$5.00	$6.45
South West Region	22	15	$5.00	$5.63	$6.25	7	27	-	-
Mid West Region	21	10	$4.50	$5.40	$6.00	11	36	$5.00	$6.40
North East Region	21	11	$6.13	$8.25	$9.19	10	29	$6.27	$8.50
South East Region	19	7	-	-	-	12	36	$4.63	$6.00
Pacific Region	28	17	$6.00	$7.00	$8.00	11	26	$6.00	$7.78
Agency Budget									
Under $200,000	22	20	$4.46	$5.45	$6.00	2	4	-	-
$200,000-$500,000	47	25	$5.50	$6.00	$8.00	22	65	$5.00	$6.00
$500,000-$700,000	15	6	-	-	-	9	26	-	-
$700,000-$1 million	7	2	-	-	-	5	14	-	-
$1 million-$1.5 million	10	5	-	-	-	5	16	-	-
Above $1.5 million	9	2	-	-	-	7	27	$5.50	$8.00

Vacancies and Tenure: Physical Education or Athletic Directors

Total number of position vacancies in the past year: 138

Percentage of agencies with position vacancies: 46%

Average length of tenure in position: 3.5 years

Compensation: Full-time Program Supervisors, Directors, or Managers

Regional and Budget Areas	Number of agencies represented	One Employee In Position Annual Salary				Multiple Employees In Position Annual Salary Ranges			
		Number of employees represented	First quartile (25%)	Median (50%)	Third quartile (75%)	Number of agencies represented	Number of employees represented	Median of lowest salary reported	Median of highest salary reported
Nationwide	355	222	$18,925	$22,339	$27,000	133	446	$20,000	$24,000
South West Region	50	33	$16,500	$20,458	$23,904	17	52	$18,000	$21,500
Mid West Region	91	54	$18,990	$23,000	$27,182	37	117	$20,800	$24,000
North East Region	83	58	$20,000	$25,000	$30,000	25	84	$20,400	$27,000
South East Region	67	36	$17,212	$21,213	$26,419	31	102	$18,000	$22,000
Pacific Region	60	38	$19,432	$22,270	$27,125	22	89	$20,000	$24,544
Agency Budget									
Under $200,000	30	27	$13,375	$16,500	$19,000	3	6	-	-
$200,000-$500,000	78	62	$14,983	$17,300	$22,138	16	38	$17,500	$20,000
$500,000-$700,000	41	24	$17,320	$23,000	$24,814	17	44	$17,300	$21,000
$700,000-$1 million	48	28	$19,988	$23,000	$28,256	20	56	$20,000	$23,273
$1 million-$1.5 million	58	31	$21,483	$23,100	$26,587	27	99	$20,000	$25,400
Above $1.5 million	97	49	$25,265	$30,000	$35,138	48	198	$21,531	$28,000

Minimum Educational Requirement: Program Supervisors, Directors, or Managers

No Requirement	High School	Associate/Working Toward Bachelor's	Bachelor's	Master's
4%	17%	22%	51%	6%

Compensation: Part-Time Program Supervisors, Directors, or Managers

Regional and Budget Area	Number of agencies represented	One Employee In Position Hourly Wage				Multiple Employees In Position Hourly Wage Ranges			
		Number of employees represented	First quartile (25%)	Median (50%)	Third quartile (75%)	Number of agencies represented	Number of employees represented	Median of lowest wage reported	Median of highest wage reported
Nationwide	87	62	$6.00	$7.90	$10.23	25	103	$5.38	$7.20
South West Region	11	11	$5.63	$7.15	$9.98	0	0	-	-
Mid West Region	20	14	$4.98	$8.00	$10.99	6	33	-	-
North East Region	20	14	$6.38	$8.75	$12.32	6	18	-	-
South East Region	15	8	-	-	-	7	34	-	-
Pacific Region	21	15	$7.25	$8.00	$9.50	6	18	-	-
Agency Budget									
Under $200,000	18	15	$5.00	$6.00	$7.75	3	7	-	-
$200,000-$500,000	23	15	$6.00	$7.88	$8.25	8	33	-	-
$500,000-$700,000	13	9	-	-	-	4	12	-	-
$700,000-$1 million	10	8	-	-	-	2	16	-	-
$1 million-$1.5 million	5	4	-	-	-	1	2	-	-
Above $1.5 million	17	10	$1.50	$8.80	$13.40	7	33	-	-

Vacancies and Tenure: Program Supervisors, Directors, or Managers

Total number of position vacancies in the past year: 201

Percentage of agencies with position vacancies: 41%

Average length of tenure in position: 3.5 years

Compensation: Full-time Recreation Directors

Regional and Budget Area	Number of agencies represented	One Employee In Position Annual Salary				Multiple Employees In Position Annual Salary Ranges			
		Number of employees represented	First quartile (25%)	Median (50%)	Third quartile (75%)	Number of agencies represented	Number of employees represented	Median of lowest salary reported	Median of highest salary reported
Nationwide	77	57	$15,000	$17,800	$21,957	20	62	$17,784	$21,700
South West Region	14	9	-	-	-	5	13	-	-
Mid West Region	21	16	$15,000	$17,035	$21,328	5	16	-	-
North East Region	21	17	$18,000	$21,000	$24,084	4	16	-	-
South East Region	7	4	-	-	-	3	8	-	-
Pacific Region	14	11	$11,720	$14,000	$16,750	3	9	-	-
Agency Budget									
Under $200,000	5	4	-	-	-	1	2	-	-
$200,000-$500,000	25	25	$14,983	$17,300	$22,138	0	0	-	-
$500,000-$700,000	9	7	-	-	-	2	4	-	-
$700,000-$1 million	5	3	-	-	-	2	5	-	-
$1 million-$1.5 million	13	7	-	-	-	6	17	-	-
Above $1.5 million	18	10	$19,565	$21,500	$24,000	8	32	-	-

Minimum Educational Requirement: Recreation Directors

No Requirement	High School	Associate/Working Toward Bachelor's	Bachelor's	Master's
3%	45%	24%	27%	1%

Compensation: Part-time Recreation Directors

Regional and Budget Area	Number of agencies represented	One Employee In Position Hourly Wage				Multiple Employees In Position Hourly Wage Ranges			
		Number of employees represented	First quartile (25%)	Median (50%)	Third quartile (75%)	Number of agencies represented	Number of employees represented	Median of lowest wage reported	Median of highest wage reported
Nationwide	107	52	$5.00	$6.00	$7.06	55	185	$5.13	$6.52
South West Region	19	9	-	-	-	10	28	$4.50	$5.50
Mid West Region	21	13	$4.88	$6.00	$7.60	8	24	-	-
North East Region	16	5	-	-	-	11	29	$5.50	$8.00
South East Region	21	7	-	-	-	14	66	$4.88	$6.00
Pacific Region	29	17	$5.50	$6.50	$7.50	12	38	$6.00	$7.50
Agency Budget									
Under $200,000	19	17	$4.25	$5.00	$6.25	2	5	-	-
$200,000-$500,000	46	24	$5.06	$6.00	$6.88	22	57	$5.38	$6.40
$500,000-$700,000	16	5	-	-	-	11	29	$5.50	$6.75
$700,000-$1 million	9	3	-	-	-	6	18	-	-
$1 million-$1.5 million	8	2	-	-	-	6	22	-	-
Above $1.5 million	9	1	-	-	-	8	54	-	-

Vacancies and Tenure: Recreation Directors

Total number of position vacancies in the past year: 133

Percentage of agencies with position vacancies: 59%

Average length of tenure in position: 2.8 years

Compensation: Full-time School-based Programs Directors

Regional and Budget Area	Number of agencies represented	One Employee In Position Annual Salary				Multiple Employees In Position Annual Salary Ranges			
		Number of employees represented	First quartile (25%)	Median (50%)	Third quartile (75%)	Number of agencies represented	Number of employees represented	Median of lowest salary reported	Median of highest salary reported
Nationwide	50	46	$18,000	$22,500	$27,000	4	22	$15,561	$21,724
South West Region	10	9	-	-	-	1	13	-	-
Mid West Region	10	9	-	-	-	1	4	-	-
North East Region	9	9	-	-	-	0	0	-	-
South East Region	4	4	-	-	-	0	0	-	-
Pacific Region	16	14	$19,305	$23,750	$35,250	2	5	-	-
Agency Budget									
Under $200,000	2	2	-	-	-	0	0	-	-
$200,000-$500,000	10	8	-	-	-	2	16	-	-
$500,000-$700,000	3	3	-	-	-	0	0	-	-
$700,000-$1 million	4	4	-	-	-	0	0	-	-
$1 million-$1.5 million	6	5	-	-	-	1	2	-	-
Above $1.5 million	24	23	$23,123	$26,600	$30,600	1	4	-	-

Minimum Educational Requirement: School-based Program Directors

No Requirement	High School	Associate/Working Toward Bachelor's	Bachelor's	Masters
6%	12%	27%	47%	8%

Compensation: Part-time School-based Programs Directors

Regional and Budget Area	Number of agencies represented	One Employee In Position Hourly Wage				Multiple Employees In Position Hourly Wage Ranges			
		Number of employees represented	First quartile (25%)	Median (50%)	Third quartile (75%)	Number of agencies represented	Number of employees represented	Median of lowest wage reported	Median of highest wage reported
Nationwide	46	30	$6.25	$8.00	$10.56	16	98	$5.70	$7.00
South West Region	7	3	-	-	-	4	26	-	-
Mid West Region	12	7	-	-	-	5	25	-	-
North East Region	8	7	-	-	-	1	2	-	-
South East Region	7	5	-	-	-	2	6	-	-
Pacific Region	11	8	-	-	-	3	37	-	-
Agency Budget									
Under $200,000	5	4	-	-	-	1	2	-	-
$200,000-$500,000	15	11	$6.25	$7.50	$9.69	4	12	-	-
$500,000-$700,000	4	1	-	-	-	3	22	-	-
$700,000-$1 million	6	3	-	-	-	3	9	-	-
$1 million-$1.5 million	7	4	-	-	-	3	18	-	-
Above $1.5 million	8	6	-	-	-	2	35	-	-

Vacancies and Tenure: School-based Program Directors

Total number of positions vacancies in the past year:	55
Percentage of agencies with position vacancies:	41%
Average length of tenure in position:	2.4 years

Compensation: Full-time Swim (Aquatics) Directors

Regional and Budget Area	Number of agencies represented	One Employee In Position Annual Salary				Multiple Employees In Position Annual Salary Ranges			
		Number of employees represented	First quartile (25%)	Median (50%)	Third quartile (75%)	Number of agencies represented	Number of employees represented	Median of lowest salary reported	Median of highest salary reported
Nationwide	71	66	$17,185	$19,842	$22,812	5	12	$15,077	$22,105
South West Region	15	14	$17,903	$20,000	$22,941	1	2	-	-
Mid West Region	12	12	$17,449	$19,934	$20,500	0	0	-	-
North East Region	23	19	$16,100	$21,000	$25,000	4	10	-	-
South East Region	14	14	$16,000	$19,500	$20,883	0	0	-	-
Pacific Region	6	6	-	-	-	0	0	-	-
Agency Budget									
Under $200,000	1	1	-	-	-	0	0	-	-
$200,000-$500,000	11	11	$14,745	$18,000	$20,314	0	0	-	-
$500,000-$700,000	16	16	$16,100	$19,500	$22,604	0	0	-	-
$700,000-$1 million	9	7	-	-	-	2	4	-	-
$1 million-$1.5 million	6	6	-	-	-	0	0	-	-
Above $1.5 million	24	22	$19,388	$21,850	$26,678	2	6	-	-

Minimum Educational Requirement: Swim (Aquatics) Directors

No Requirement	High School	Associate/Working Toward Bachelor's	Bachelor's	Master's
12%	27%	20%	39%	2%

Compensation: Part-time Swim (Aquatics) Directors

Regional and Budget Area	Number of agencies represented	One Employee In Position Hourly Wage				Multiple Employees In Position Hourly Wage Ranges			
		Number of employees represented	First quartile (25%)	Median (50%)	Third quartile (75%)	Number of agencies represented	Number of employees represented	Median of lowest wage reported	Median of highest wage reported
Nationwide	65	51	$7.00	$7.50	$9.00	14	43	$5.80	$6.50
South West Region	3	2	-	-	-	1	4	-	-
Mid West Region	22	17	$6.05	$7.00	$8.39	5	13	-	-
North East Region	20	19	$7.00	$7.90	$9.75	1	5	-	-
South East Region	16	10	$5.75	$7.00	$8.63	6	13	-	-
Pacific Region	4	3	-	-	-	1	8	-	-
Agency Budget									
Under $200,000	4	4	-	-	-	0	0	-	-
$200,000-$500,000	18	15	$7.00	$7.63	$9.00	3	15	-	-
$500,000-$700,000	11	10	$6.75	$7.00	$8.80	1	4	-	-
$700,000-$1 million	7	7	-	-	-	0	0	-	-
$1 million-$1.5 million	11	6	-	-	-	5	12	-	-
Above $1.5 million	14	9	-	-	-	5	12	-	-

Vacancies and Tenure: Swim (Aquatics) Directors

Total number of position vacancies in the past year: 60

Percentage of agencies with position vacancies: 38%

Average length of tenure of position: 4 years

Compensation: Full-time Before and After School Child Care Workers

Regional and Budget Area	Number of agencies represented	One Employee In Position Annual Salary				Multiple Employees In Position Annual Salary Ranges			
		Number of employees represented	First quartile (25%)	Median (50%)	Third quartile (75%)	Number of agencies represented	Number of employees represented	Median of lowest salary reported	Median of highest salary reported
Nationwide	48	15	$11,050	$12,280	$14,800	33	356	$12,250	$16,600
South West Region	6	0	-	-	-	6	50	-	-
Mid West Region	13	4	-	-	-	9	137	-	-
North East Region	11	5	-	-	-	6	80	-	-
South East Region	4	1	-	-	-	3	11	-	-
Pacific Region	14	5	-	-	-	9	78	-	-
Agency Budget									
Under $200,000	2	1	-	-	-	1	5	-	-
$200,000-$500,000	14	7	-	-	-	7	46	-	-
$500,000-$700,000	3	0	-	-	-	3	8	-	-
$700,000-$1 million	7	3	-	-	-	4	30	-	-
$1 million-$1.5 million	5	1	-	-	-	4	58	-	-
Above $1.5 million	16	2	-	-	-	14	209	$13,919	$18,500

Minimum Educational Requirement: Before and After School Child Care Workers

No Requirement	High School	Associate/Working Toward Bachelor's	Bachelor's	Master's
11%	63%	21%	5%	0%

Compensation: Part-time Before and After School Child Care Workers

Regional and Budget Area	Number of agencies represented	One Employee In Position Hourly Wage				Multiple Employees In Position Hourly Wage Ranges			
		Number of employees represented	First quartile (25%)	Median (50%)	Third quartile (75%)	Number of agencies represented	Number of employees represented	Median of lowest wage reported	Median of highest wage reported
Nationwide	145	20	$5.00	$5.75	$6.67	125	1,556	$5.00	$6.60
South West Region	22	2	-	-	-	20	317	$4.50	$6.25
Mid West Region	31	2	-	-	-	29	369	$5.00	$6.25
North East Region	39	4	-	-	-	35	331	$5.38	$7.25
South East Region	18	3	-	-	-	15	252	$5.00	$6.50
Pacific Region	34	9	-	-	-	25	272	$5.50	$7.25
Agency Budget									
Under $200,000	9	2	-	-	-	7	26	-	-
$200,000-$500,000	35	6	-	-	-	29	214	$5.00	$6.50
$500,000-$700,000	23	4	-	-	-	19	210	$5.00	$6.08
$700,000-$1 million	24	1	-	-	-	23	245	$5.50	$6.70
$1 million-$1.5 million	25	2	-	-	-	23	386	$5.25	$7.00
Above $1.5 million	26	5	-	-	-	21	371	$5.50	$7.53

Vacancies and Tenure: Before and After School Child Care Workers

Total number of position vacancies in the past year: 799

Percentage of agencies with position vacancies: 86%

Average length of tenure in position: 1.8 years

Compensation: Full-time Caseworkers

Regional and Budget Area	Number of agencies represented	One Employee In Position Annual Salary				Multiple Employees In Position Annual Salary Ranges			
		Number of employees represented	First quartile (25%)	Median (50%)	Third quartile (75%)	Number of agencies represented	Number of employees represented	Median of lowest salary reported	Median of highest salary reported
Nationwide	74	17	$16,313	$17,810	$20,544	57	377	$19,948	$24,073
South West Region	14	3	-	-	-	11	61	$18,000	$20,500
Mid West Region	17	4	-	-	-	13	137	$18,500	$24,073
North East Region	14	4	-	-	-	10	59	$20,885	$24,500
South East Region	8	2	-	-	-	6	34	-	-
Pacific Region	20	4	-	-	-	16	98	$21,000	$26,000
Agency Budget									
Under $200,000	2	0	-	-	-	2	8	-	-
$200,000-$500,000	8	5	-	-	-	3	10	-	-
$500,000-$700,000	4	3	-	-	-	1	2	-	-
$700,000-$1 million	5	3	-	-	-	2	6	-	-
$1 million-$1.5 million	13	1	-	-	-	12	41	$20,598	$22,731
Above $1.5 million	40	4	-	-	-	36	306	$20,200	$25,000

Minimum Educational Requirement: Caseworkers

No Requirement	High School	Associate/Working Toward Bachelor's	Bachelor's	Master's
5%	6%	7%	70%	13%

Compensation: Part-time Caseworkers

Regional and Budget Area	Number of agencies represented	One Employee In Position Hourly Wage				Multiple Employees In Position Hourly Wage Ranges			
		Number of employees represented	First quartile (25%)	Median (50%)	Third quartile (75%)	Number of agencies represented	Number of employees represented	Median of lowest wage reported	Median of highest wage reported
Nationwide	28	14	$6.75	$8.97	$11.53	14	45	$8.33	$10.71
South West Region	3	2	-	-	-	1	2	-	-
Mid West Region	6	5	-	-	-	1	7	-	-
North East Region	6	3	-	-	-	3	6	-	-
South East Region	3	2	-	-	-	1	2	-	-
Pacific Region	10	2	-	-	-	8	28	-	-
Agency Budget									
Under $200,000	3	2	-	-	-	1	2	-	-
$200,000-$500,000	3	2	-	-	-	1	5	-	-
$500,000-$700,000	3	2	-	-	-	1	2	-	-
$700,000-$1 million	4	1	-	-	-	3	7	-	-
$1 million-$1.5 million	3	3	-	-	-	0	0	-	-
Above $1.5 million	12	4	-	-	-	8	29	-	-

Vacancies and Tenure: Caseworkers

Total number of position vacancies in the past year	84
Percentage of agencies with position vacancies	59%
Average length of tenure in position	2.5 years

Compensation: Full-time Child and Youth Care Workers

Regional and Budget Area	Number of agencies represented	One Employee In Position Annual Salary				Multiple Employees In Position Annual Salary Ranges			
		Number of employees represented	First quartile (25%)	Median (50%)	Third quartile (75%)	Number of agencies represented	Number of employees represented	Median of lowest salary reported	Median of highest salary reported
Nationwide	83	7	-	-	-	76	865	$14,000	$18,454
South West Region	17	0	-	-	-	17	164	$11,620	$16,250
Mid West Region	25	3	-	-	-	22	188	$14,500	$18,000
North East Region	12	1	-	-	-	11	183	$16,000	$19,000
South East Region	8	1	-	-	-	7	61	-	-
Pacific Region	19	2	-	-	-	17	186	$14,400	$19,698
Agency Budget									
Under $200,000	0	0	-	-	-	0	0	-	-
$200,000-$500,000	13	1	-	-	-	12	62	$12,480	$14,112
$500,000-$700,000	10	0	-	-	-	10	58	$13,520	$17,892
$700,000-$1 million	8	0	-	-	-	8	82	-	-
$1 million-$1.5 million	14	1	-	-	-	13	113	$16,750	$20,608
Above $1.5 million	37	5	-	-	-	32	548	$14,750	$19,849

Minimum Educational Requirement: Child and Youth Care Workers

No Requirement	High School	Associate/Working Toward Bachelor's	Bachelor's	Master's
5%	46%	27%	22%	0%

Compensation: Part-time Child and Youth Care Workers

Regional and Budget Area	Number of agencies represented	One Employee In Position Hourly Wage				Multiple Employees In Position Hourly Wage Ranges			
		Number of employees represented	First quartile (25%)	Median (50%)	Third quartile (75%)	Number of agencies represented	Number of employees represented	Median of lowest wage reported	Median of highest wage reported
Nationwide	72	5	-	-	-	67	686	$5.79	$7.15
South West Region	15	1	-	-	-	14	146	$5.00	$6.25
Mid West Region	21	2	-	-	-	19	182	$5.85	$7.10
North East Region	12	1	-	-	-	11	122	$5.05	$6.72
South East Region	6	0	-	-	-	6	60	-	-
Pacific Region	17	1	-	-	-	16	161	$7.00	$7.75
Agency Budget									
Under $200,000	1	0	-	-	-	1	3	-	-
$200,000-$500,000	12	0	-	-	-	12	65	$6.00	$7.00
$500,000-$700,000	10	0	-	-	-	10	100	$5.04	$6.63
$700,000-$1 million	6	0	-	-	-	6	39	-	-
$1 million-$1.5 million	16	2	-	-	-	14	126	$5.65	$7.20
Above $1.5 million	27	3	-	-	-	24	353	$6.00	$7.73

Vacancies and Tenure: Child and Youth Care Workers

Total number of position vacanciesin the past year: 389

Percentage of agencies with position vacancies: 89%

Average length of tenure in position: 2.3 years

Compensation: Full-time Coaches

Regional and Budget Area	Number of agencies represented	One Employee In Position Annual Salary				Multiple Employees In Position Annual Salary Ranges			
		Number of employees represented	First quartile (25%)	Median (50%)	Third quartile (75%)	Number of agencies represented	Number of employees represented	Median of lowest salary reported	Median of highest salary reported
Nationwide	12	6	-	-	-	6	13	-	-
South West Region	2	0	-	-	-	2	4	-	-
Mid West Region	2	1	-	-	-	1	2	-	-
North East Region	1	1	-	-	-	0	0	-	-
South East Region	6	3	-	-	-	3	7	-	-
Pacific Region	1	1	-	-	-	0	0	-	-
Agency Budget									
Under $200,000	1	0	-	-	-	1	2	-	-
$200,000-$500,000	2	2	-	-	-	0	0	-	-
$500,000-$700,000	3	2	-	-	-	1	2	-	-
$700,000-$1 million	2	0	-	-	-	2	5	-	-
$1 million-$1.5 million	0	0	-	-	-	0	0	-	-
Above $1.5 million	4	2	-	-	-	2	4	-	-

Minimum Educational Requirement: Coaches

No Requirement	High School	Associate/Working Toward Bachelor's	Bachelor's	Master's
17%	44%	30%	9%	0%

Compensation: Part-time Coaches

Regional and Budget Area	Number of agencies represented	One Employee In Position Hourly Wage				Multiple Employees In Position Hourly Wage Ranges			
		Number of employees represented	First quartile (25%)	Median (50%)	Third quartile (75%)	Number of agencies represented	Number of employees represented	Median of lowest wage reported	Median of highest wage reported
Nationwide	62	19	$5.13	$6.00	$8.75	43	188	$6.00	$7.00
South West Region	11	2	-	-	-	9	29	-	-
Mid West Region	6	3	-	-	-	3	23	-	-
North East Region	21	3	-	-	-	18	84	$6.00	$9.00
South East Region	8	5	-	-	-	3	14	-	-
Pacific Region	16	6	-	-	-	10	43	$6.45	$7.75
Agency Budget									
Under $200,000	5	2	-	-	-	3	6	-	-
$200,000-$500,000	20	9	-	-	-	11	59	$5.00	$7.00
$500,000-$700,000	11	4	-	-	-	7	29	-	-
$700,000-$1 million	6	1	-	-	-	5	17	-	-
$1 million-$1.5 million	10	2	-	-	-	8	26	-	-
Above $1.5 million	9	1	-	-	-	8	54	-	-

Vacancies and Tenure: Coaches

Total number of position vacancies in the past year:	86
Percentage of agencies with position vacancies:	44%
Average length of tenure in position:	2.6 years

Compensation: Full-time Counselors

Regional and Budget Area	Number of agencies represented	One Employee In Position Annual Salary				Multiple Employees In Position Annual Salary Ranges			
		Number of employees represented	First quartile (25%)	Median (50%)	Third quartile (75%)	Number of agencies represented	Number of employees represented	Median of lowest salary reported	Median of highest salary reported
Nationwide	114	37	$18,750	$22,000	$27,650	77	685	$19,000	$25,000
South West Region	16	4	-	-	-	12	71	$19,500	$24,762
Mid West Region	32	13	-	-	-	19	99	$18,610	$23,500
North East Region	29	10	$18,766	$23,225	$28,004	19	196	$17,500	$22,158
South East Region	12	1	-	-	-	11	80	$20,000	$25,950
Pacific Region	26	9	-	-	-	15	199	$20,548	$19,698
Agency Budget									
Under $200,000	3	1	-	-	-	2	4	-	-
$200,000-$500,000	19	10	$15,000	$21,000	$23,000	9	30	-	-
$500,000-$700,000	13	6	-	-	-	7	42	-	-
$700,000-$1 million	8	4	-	-	-	4	18	-	-
$1 million-$1.5 million	21	6	-	-	-	15	112	$20,800	$27,000
Above $1.5 million	51	9	-	-	-	42	479	$20,000	$26,000

Minimum Educational Requirement: Counselors

No Requirement	High School	Associate/Working Toward Bachelor's	Bachelor's	Master's
4%	4%	8%	47%	38%

Compensation: Part-time Counselors

Regional and Budget Area	Number of agencies represented	One Employee In Position Hourly Wage				Multiple Employees In Position Hourly Wage Ranges			
		Number of employees represented	First quartile (25%)	Median (50%)	Third quartile (75%)	Number of agencies represented	Number of employees represented	Median of lowest wage reported	Median of highest wage reported
Nationwide	74	30	$8.00	$9.00	$12.41	44	219	$8.50	$11.02
South West Region	8	0	-	-	-	8	47	-	-
Mid West Region	18	6	-	-	-	12	40	$7.00	$9.08
North East Region	22	12	$7.00	$8.27	$17.41	10	72	$8.15	$10.06
South East Region	7	4	-	-	-	3	10	-	-
Pacific Region	19	8	-	-	-	11	50	$10.20	$13.14
Agency Budget									
Under $200,000	3	2	-	-	-	1	5	-	-
$200,000-$500,000	15	9	-	-	-	6	26	-	-
$500,000-$700,000	13	3	-	-	-	10	43	$7.71	$10.00
$700,000-$1 million	7	4	-	-	-	3	12	-	-
$1 million-$1.5 million	12	4	-	-	-	8	41	-	-
Above $1.5 million	24	8	-	-	-	16	92	$9.86	$13.08

Vacancies and Tenure: Counselors

Total number of position vacancies in the past year: 212

Percentage of agencies with position vacancies: 66%

Average length of tenure in position: 2.8 years

Compensation: Full-time Day Care Teachers

Regional and Budget Area	Number of agencies represented	One Employee In Position Annual Salary				Multiple Employees In Position Annual Salary Ranges			
		Number of employees represented	First quartile (25%)	Median (50%)	Third quartile (75%)	Number of agencies represented	Number of employees represented	Median of lowest salary reported	Median of highest salary reported
Nationwide	83	11	$12,125	$13,520	$17,580	72	716	$13,166	$16,570
South West Region	9	1	-	-	-	8	161	-	-
Mid West Region	20	2	-	-	-	18	144	$12,740	$16,463
North East Region	28	2	-	-	-	26	207	$14,020	$17,002
South East Region	10	1	-	-	-	9	147	-	-
Pacific Region	16	5	-	-	-	11	57	$13,744	$17,338
Agency Budget									
Under $200,000	0	0	-	-	-	0	0	-	-
$200,000-$500,000	13	4	-	-	-	9	42	-	-
$500,000-$700,000	10	1	-	-	-	9	33	-	-
$700,000-$1 million	11	4	-	-	-	7	40	-	-
$1 million-$1.5 million	14	1	-	-	-	13	146	$14,270	$18,200
Above $1.5 million	32	1	-	-	-	31	432	$13,968	$17,476

Minimum Educational Requirement: Day Care Teachers

No Requirement	High School	Associate/Working Toward Bachelor's	Bachelor's	Master's
8%	39%	39%	15%	0%

Compensation: Part-time Day Care Teachers

Regional and Budget Area	Number of agencies represented	One Employee In Position Hourly Wage				Multiple Employees In Position Hourly Wage Ranges			
		Number of employees represented	First quartile (25%)	Median (50%)	Third quartile (75%)	Number of agencies represented	Number of employees represented	Median of lowest wage reported	Median of highest wage reported
Nationwide	57	8	-	-	-	49	346	$5.00	$6.25
South West Region	7	1	-	-	-	6	47	-	-
Mid West Region	17	3	-	-	-	14	111	$4.62	$5.75
North East Region	18	3	-	-	-	15	130	$5.38	$7.35
South East Region	8	0	-	-	-	8	29	-	-
Pacific Region	7	1	-	-	-	6	43	-	-
Agency Budget									
Under $200,000	2	0	-	-	-	2	4	-	-
$200,000-$500,000	14	4	-	-	-	10	40	$5.00	$6.13
$500,000-$700,000	9	0	-	-	-	9	73	-	-
$700,000-$1 million	6	2	-	-	-	4	30	-	-
$1 million-$1.5 million	9	1	-	-	-	8	93	-	-
Above $1.5 million	15	1	-	-	-	14	99	$5.25	$6.50

Vacancies and Tenure: Day Care Teachers

Total number of position vacancies in the past year: 291

Percentage of agencies with position vacancies: 74%

Average length of tenure in position: 3.6 years

Compensation: Full-time Direct Service Workers

Regional and Budget Area	Number of agencies represented	One Employee In Position Annual Salary				Multiple Employees In Position Annual Salary Ranges			
		Number of employees represented	First quartile (25%)	Median (50%)	Third quartile (75%)	Number of agencies represented	Number of employees represented	Median of lowest salary reported	Median of highest salary reported
Nationwide	87	29	$15,125	$17,814	$20,708	58	352	$16,100	$20,026
South West Region	16	6	-	-	-	10	60	$13,500	$15,750
Mid West Region	20	7	-	-	-	13	67	$15,500	$20,526
North East Region	25	8	-	-	-	17	140	$17,000	$20,000
South East Region	9	2	-	-	-	7	28	-	-
Pacific Region	17	6	-	-	-	11	57	$17,840	$22,934
Agency Budget									
Under $200,000	5	3	-	-	-	2	4	-	-
$200,000-$500,000	14	7	-	-	-	7	33	-	-
$500,000-$700,000	11	5	-	-	-	6	29	-	-
$700,000-$1 million	6	3	-	-	-	3	14	-	-
$1 million-$1.5 million	16	2	-	-	-	14	76	$16,500	$19,860
Above $1.5 million	34	9	-	-	-	25	188	$16,500	$22,000

Minimum Educational Requirement: Direct Service Workers

No Requirement	High School	Associate/Working Toward Bachelor's	Bachelor's	Master's
12%	48%	14%	27%	0%

Compensation: Part-time Direct Service Workers

Regional and Budget Area	Number of agencies represented	One Employee In Position Hourly Wage				Multiple Employees In Position Hourly Wage Rates			
		Number of employees represented	First quartile (25%)	Median (50%)	Third quartile (75%)	Number of agencies represented	Number of employees represented	Median of lowest wage reported	Median of highest wage reported
Nationwide	131	20	$5.50	$6.00	$8.00	111	1,059	$5.00	$7.00
South West Region	16	3	-	-	-	13	158	$4.67	$5.84
Mid West Region	29	4	-	-	-	25	174	$5.00	$6.25
North East Region	40	3	-	-	-	37	395	$5.50	$8.75
South East Region	18	4	-	-	-	14	99	$5.00	$6.41
Pacific Region	27	6	-	-	-	21	218	$6.00	$7.00
Agency Budget									
Under $200,000	10	4	-	-	-	6	31	-	-
$200,000-$500,000	36	7	-	-	-	29	175	$5.00	$6.50
$500,000-$700,000	23	1	-	-	-	22	193	$4.95	$7.00
$700,000-$1 million	16	2	-	-	-	14	147	$5.25	$7.50
$1 million-$1.5 million	19	3	-	-	-	16	162	$5.57	$8.00
Above $1.5 million	26	3	-	-	-	23	346	$5.25	$7.50

Vacancies and Tenure: Direct Service Workers

Total number of position vacancies in the past year:	431
Percentage of agencies with position vacancies:	70%
Average length of tenure in position:	2.6 years

Compensation: Full-time Group Leaders, Group Workers

Regional and Budget Area	Number of agencies represented	One Employee In Position Annual Salary				Multiple Employees In Position Annual Salary Ranges			
		Number of employees represented	First quartile (25%)	Median (50%)	Third quartile (75%)	Number of agencies represented	Number of employees represented	Median of lowest salary reported	Median of highest salary reported
Nationwide	30	16	$12,750	$16,000	$21,684	14	71	$14,000	$18,000
South West Region	5	2	-	-	-	3	12	-	-
Mid West Region	9	6	-	-	-	3	9	-	-
North East Region	4	4	-	-	-	0	0	-	-
South East Region	7	3	-	-	-	4	11	-	-
Pacific Region	5	1	-	-	-	4	39	-	-
Agency Budget									
Under $200,000	1	1	-	-	-	0	0	-	-
$200,000-$500,000	5	2	-	-	-	3	11	-	-
$500,000-$700,000	3	2	-	-	-	1	2	-	-
$700,000-$1 million	3	3	-	-	-	0	0	-	-
$1 million-$1.5 million	6	3	-	-	-	3	37	-	-
Above $1.5 million	12	5	-	-	-	7	21	-	-

Minimum Educational Requirement: Group Leaders, Group Workers

N Requirement	High School	Associate/Working Toward Bachelor's	Bachelor's	Master's
13%	49%	24%	14%	1%

Compensation: Part-time Group Leaders, Group Workers

Regional and Budget Area	Number of agencies represented	One Employee In Position Hourly Wage				Multiple Employees In Position Hourly Wage Ranges			
		Number of employees represented	First quartile (25%)	Median (50%)	Third quartile (75%)	Number of agencies represented	Number of employees represented	Median of lowest wage reported	Median of highest wage reported
Nationwide	121	27	$4.86	$6.49	$7.75	94	741	$5.50	$7.00
South West Region	14	4	-	-	-	10	74	$4.75	$6.00
Mid West Region	29	7	-	-	-	22	126	$5.45	$6.75
North East Region	26	8	-	-	-	18	166	$5.50	$8.00
South East Region	22	4	-	-	-	18	143	$5.00	$6.38
Pacific Region	29	4	-	-	-	25	233	$6.00	$7.32
Agency Budget									
Under $200,000	19	7	-	-	-	12	38	$5.50	$6.65
$200,000-$500,000	29	5	-	-	-	24	139	$5.00	$6.25
$500,000-$700,000	14	3	-	-	-	11	53	$5.00	$6.00
$700,000-$1 million	15	2	-	-	-	13	150	$5.63	$7.00
$1 million-$1.5 million	18	5	-	-	-	13	65	$5.50	$7.50
Above $1.5 million	25	5	-	-	-	20	296	$6.00	$7.68

Vacancies and Tenure: Group Leaders, Group Workers

Total number of position vacancies in the past year: 288

Percentage of agencies with position vacancies: 68%

Average length of tenure in position: 1.8 years

Compensation: Full-time Instructors, Education Specialists

Regional and Budget Area	Number of agencies represented	One Employee In Position Annual Salary				Multiple Employees In Position Annual Salary Ranges			
		Number of employees represented	First quartile (25%)	Median (50%)	Third quartile (75%)	Number of agencies represented	Number of employees represented	Median of lowest salary reported	Median of highest salary reported
Nationwide	39	18	$14,289	$18,000	$21,750	21	89	$18,000	$23,750
South West Region	7	6	-	-	-	1	2	-	-
Mid West Region	11	6	-	-	-	5	28	-	-
North East Region	7	1	-	-	-	6	25	-	-
South East Region	5	1	-	-	-	4	12	-	-
Pacific Region	9	4	-	-	-	5	22	-	-
Agency Budget									
Under $200,000	0	0	-	-	-	0	0	-	-
$200,000-$500,000	8	7	-	-	-	1	3	-	-
$500,000-$700,000	3	1	-	-	-	2	6	-	-
$700,000-$1 million	3	2	-	-	-	1	3	-	-
$1 million-$1.5 million	7	4	-	-	-	3	14	-	-
Above $1.5 million	18	4	-	-	-	14	63	$18,200	$25,000

Minimum Educational Requirement: Instructors, Education Specialists

No Requirement	High School	Associate/Working Toward Bachelor's	Bachelor's	Master's
12%	26%	26%	31%	5%

Compensation: Part-time Instructors, Education Specialists

Regional and Budget Area	Number of agencies represented	One Employee In Position Hourly Wage				Multiple Employees In Position Hourly Wage Ranges			
		Number of employees represented	First quartile (25%)	Median (50%)	Third quartile (75%)	Number of agencies represented	Number of employees represented	Median of lowest wage reported	Median of highest wage reported
Nationwide	116	42	$6.05	$8.00	$11.00	74	449	$6.00	$8.00
South West Region	16	7	-	-	-	9	59	-	-
Mid West Region	21	4	-	-	-	17	126	$5.00	$8.00
North East Region	36	13	$6.59	$8.50	$12.00	23	166	$6.50	$10.00
South East Region	15	3	-	-	-	12	68	$5.88	$7.44
Pacific Region	27	15	$6.15	$7.95	$11.00	12	45	$8.00	$9.00
Agency Budget									
Under $200,000	10	3	-	-	-	7	37	-	-
$200,000-$500,000	33	11	$6.00	$6.00	$8.00	22	85	$6.25	$8.58
$500,000-$700,000	14	7	-	-	-	7	44	-	-
$700,000-$1 million	15	8	-	-	-	7	42	-	-
$1 million-$1.5 million	18	3	-	-	-	15	114	$7.25	$9.87
Above $1.5 million	25	9	-	-	-	16	125	$6.63	$9.00

Vacancies and Tenure: Instructors, Education Specialists

Total number of position vacancies in the past year: 160

Percentage of agencies with position vacancies: 59%

Average length of tenure in position: 2.7 years

Compensation: Full-time Outreach Workers

Regional and Budget Area	Number of agencies represented	One Employee In Position Annual Salary				Multiple Employees In Position Annual Salary Ranges			
		Number of employees represented	First quartile (25%)	Median (50%)	Third quartile (75%)	Number of agencies represented	Number of employees represented	Median of lowest salary reported	Median of highest salary reported
Nationwide	77	50	$17,907	$20,000	$23,184	27	112	$20,000	$24,720
South West Region	12	9	-	-	-	3	8	-	-
Mid West Region	20	13	$15,600	$19,392	$21,918	7	35	-	-
North East Region	17	12	$20,000	$25,000	$25,865	5	17	-	-
South East Region	12	8	-	-	-	4	16	-	-
Pacific Region	16	8	-	-	-	8	36	-	-
Agency Budget									
Under $200,000	1	1	-	-	-	0	0	-	-
$200,000-$500,000	11	10	$14,000	$15,500	$18,000	1	4	-	-
$500,000-$700,000	7	7	-	-	-	0	0	-	-
$700,000-$1 million	4	2	-	-	-	2	12	-	-
$1 million-$1.5 million	13	11	$18,000	$21,835	$23,000	2	9	-	-
Above $1.5 million	40	18	$20,000	$24,500	$27,404	22	87	$20,250	$24,860

Minimum Educational Requirement: Outreach Workers

No Requirement	High School	Associate/Working Toward Bachelor's	Bachelor's	Master's
12%	15%	23%	47%	4%

Compensation: Part-time Outreach Workers

Regional and Budget Area	Number of agencies represented	One Employee In Position Hourly Wage				Multiple Employees In Position Hourly Wage Ranges			
		Number of employees represented	First quartile (25%)	Median (50%)	Third quartile (75%)	Number of agencies represented	Number of employees represented	Median of lowest wage reported	Median of highest salary reported
Nationwide	55	35	$6.00	$8.00	$10.00	20	64	$6.00	$8.00
South West Region	6	1	-	-	-	5	16	-	-
Mid West Region	14	8	-	-	-	6	14	-	-
North East Region	16	9	-	-	-	7	27	-	-
South East Region	9	8	-	-	-	1	5	-	-
Pacific Region	10	9	-	-	-	1	2	-	-
Agency Budget									
Under $200,000	4	4	-	-	-	0	0	-	-
$200,000-$500,000	13	11	$5.63	$7.50	$8.00	2	5	-	-
$500,000-$700,000	9	7	-	-	-	2	7	-	-
$700,000-$1 million	10	6	-	-	-	4	11	-	-
$1 million-$1.5 million	5	2	-	-	-	3	10	-	-
Above $1.5 million	13	5	-	-	-	8	29	-	-

Vacancies and Tenure: Outreach Workers

Total number of position vacancies in the past year: 68

Percentage of agencies with position vacancies: 47%

Average length of tenure in position: 2.1 years

Compensation: Full-time Aides and Assistants

Regional and Budget Area	Number of agencies represented	One Employee In Position Annual Salary				Multiple Employees In Position Annual Salary Ranges			
		Number of employees represented	First quartile (25%)	Median (50%)	Third quartile (75%)	Number of agencies represented	Number of employees represented	Median of lowest salary reported	Median of highest salary reported
Nationwide	58	23	$12,064	$13,812	$18,250	35	229	$12,000	$15,000
South West Region	6	2	-	-	-	4	14	-	-
Mid West Region	16	7	-	-	-	9	66	-	-
North East Region	17	3	-	-	-	14	85	$12,000	$15,000
South East Region	8	4	-	-	-	4	36	-	-
Pacific Region	11	7	-	-	-	4	29	-	-
Agency Budget									
Under $200,000	3	1	-	-	-	2	4	-	-
$200,000-$500,000	6	5	-	-	-	1	4	-	-
$500,000-$700,000	7	4	-	-	-	3	14	-	-
$700,000-$1 million	8	4	-	-	-	4	17	-	-
$1 million-$1.5 million	9	2	-	-	-	7	35	-	-
Above $1.5 million	24	7	-	-	-	17	153	$12,500	$15,000

Minimum Educational Requirement: Aides and Assistants

No Requirement	High School	Associate/Working Toward Bachelor's	Bachelor's	Master's
21%	66%	11%	2%	0%

Compensation: Part-time Aides and Assistants

Regional and Budget Area	Number of agencies represented	One Employee In Position Hourly Wage				Multiple Employees In Position Hourly Wage Ranges			
		Number of employees represented	First quartile (25%)	Median (50%)	Third quartile (75%)	Number of agencies represented	Number of employees represented	Median of lowest wage reported	Median of highest wage reported
Nationwide	226	54	$4.75	$5.50	$6.44	172	1,429	$5.00	$6.00
South West Region	29	10	$4.25	$5.00	$6.00	19	179	$4.35	$5.35
Mid West Region	50	14	$4.88	$5.75	$6.56	36	344	$5.00	$6.00
North East Region	60	12	$4.33	$5.13	$7.63	48	356	$5.00	$6.34
South East Region	29	5	-	-	-	24	229	$4.83	$5.85
Pacific Region	56	12	$4.75	$6.00	$6.25	44	301	$5.00	$6.50
Agency Budget									
Under $200,000	31	17	$4.38	$5.00	$6.00	14	41	$5.00	$5.38
$200,000-$500,000	72	14	$4.78	$5.00	$6.06	58	352	$5.00	$6.00
$500,000-$700,000	28	5	-	-	-	23	212	$4.50	$6.00
$700,000-$1 million	30	6	-	-	-	24	174	$5.00	$6.00
$1 million-$1.5 million	29	8	-	-	-	21	171	$5.00	$6.50
Above $1.5 million	34	3	-	-	-	31	475	$5.00	$6.50

Vacancies and Tenure: Aides and Assistants

Total number of position vacancies in the past year: 628

Percentage of agencies with position vacancies: 72%

Average length of tenure in position: 2 years

Compensation: Camp Counselors

Geographic Area	Number of agencies represented	Total Pay per Season			Hourly Wages		
		First quartile (25%)	Median (50%)	Third quartile (75%)	First quartile (25%)	Median (50%)	Third quartile (75%)
Nationwide	327	$900	$1,237	$2,000	$4.50	$5.00	$6.00

Number of Weeks Employed: Camp Counselors

	1-4 weeks	5-8 weeks	9-12 weeks	13-20 weeks	More than 20 weeks
Number (Percentage) of Agencies	24 (7%)	173 (53%)	120 (38%)	7 (2%)	2 (0%)

Number of Hours Per Week: Camp Counselors

	5-20 hours	21-35 hours	36-40 hours	More than 40 hours
Number (Percentage) of Agencies	22 (9%)	43 (17%)	146 (57%)	43 (17%)

Vacancies: Camp Counselors

Total number of position vacancies in the past year	2,336
Percentage of agencies with position vacancies	84%

Minimum Educational Requirement: Camp Counselors

No Requirement	High School	Associate/Working Toward Bachelor's	Bachelor's	Master's
18%	60%	19%	3%	0%

Compensation: Camp Directors

Geographic Area	Number of agencies represented	Total Pay per Season			Hourly Wages		
		First quartile (25%)	Median (50%)	Third quartile (75%)	First quartile (25%)	Median (50%)	Third quartile (75%)
Nationwide	235	$2,000	$3,000	$4,000	$6.25	$7.87	$10.00

Number of Weeks Employed: Camp Directors

	1-4 weeks	5-8 weeks	9-12 weeks	13-20 weeks	More than 20 weeks
Number (Percentage) of Agencies	30 (13%)	96 (41%)	72 (31%)	21 (9%)	14 (6%)

Number of Hours Per Week: Camp Directors

	5-20 hours	21-35 hours	36-40 hours	More than 40 hours
Number (Percentage) of Agencies	8 (4%)	16 (9%)	118 (65%)	40 (22%)

Vacancies: Camp Directors

Total number of position vacancies in the past year: 161

Percentage of agencies with position vacancies: 45%

Minimum Educational Requirement: Camp Directors

No Requirement	High School	Associate/Working Toward Bachelor's	Bachelor's	Master's
10%	17%	22%	51%	0%

Compensation: Lifeguards

Geographic Area	Number of agencies represented	Total Pay per Season			Hourly Wages		
		First quartile (25%)	Median (50%)	Third quartile (75%)	First quartile (25%)	Median (50%)	Third quartile (75%)
Nationwide	262	$1,000	$1,500	$2,210	$5.00	$6.00	$7.00

Number of Weeks Employed: Lifeguards

	1-4 weeks	5-8 weeks	9-12 weeks	13-20 weeks	More than 20 weeks
Number (Percentage) of Agencies	20 (8%)	117 (44%)	75 (29%)	8 (3%)	42 (16%)

Number of Hours Per Week: Lifeguards

	5-20 hours	21-35 hours	36-40 hours	More than 40 hours
Number (Percentage) of Agencies	48 (23%)	45 (21%)	89 (42%)	29 (14%)

Vacancies: Lifeguards

Total number of position vacancies in the past year: 470

Percentage of agencies with position vacancies: 74%

Minimum Educational Requirement: Lifeguards

No Requirement	High School	Associate/Working Toward Bachelor's	Bachelor's	Master's
23%	60%	15%	2%	0%

Section II - Leave Time Practices

Vacation Granted Annually After One Year of Employment

Weeks of Paid Vacation (to the nearest whole week)

	No Paid Vacation	1 week	2 weeks	3 weeks	4 weeks	5 weeks	6 or more weeks
Number (Percentage) of Agencies:	6 (1%)	115 (14%)	446 (54%)	121 (15%)	136 (16%)	2 (0%)	3 (0%)

Mean: 11.9 days
Median: 10 days

Vacation Granted Annually After Five Years of Employment

Weeks of Paid Vacation (to the nearest whole week)

	No Paid Vacation	1 week	2 weeks	3 weeks	4 weeks	5 weeks	6 or more weeks
Number (Percentage) of Agencies:	7 (1%)	23 (3%)	58 (7%)	327 (41%)	343 (44%)	19 (2%)	19 (2%)

Mean: 17 days
Median: 15 days

Work Days of Sick Leave Credit Earned Annually

Days of Sick Leave

	No paid	Less than 5-6 days sick leave 5 days	7-9 days	10-11 days	12 days	13-15 days	Over 15 days
Number (Percentage) of Agencies:	23 (3%)	12 (1%)	131 (16%)	30 (4%)	116 (14%)	455 (55%)	36 (4%)

Mean: 10.6 days
Median: 12 days

Section II - Leave Time Practices (Continued)

Paid Days Off for Personal Leave

	Days of Personal Leave						
	No paid personal leave	1 day	2 days	3 days	4-5 days	6-9 days	Over 10 days
Number (Percentage) of Agencies:	198 (26%)	59 (8%)	142 (19%)	248 (32%)	73 (10%)	16 (2%)	29 (3%)

Mean: 2.6 days
Median: 2 days

Number of Paid Holidays Granted Annually

	Number of Paid Holidays						
	Under 7 days	7-8 days	9 days	10 days	11 days	12 days	13 or more days
Number (Percentage) of Agencies:	104 (12%)	197 (23%)	97 (11%)	173 (21%)	107 (13%)	110 (13%)	60 (7%)

Mean: 9.4 days
Median: 10 days

Section III - Insurance Practices

Medical Insurance

	Number (Percentage) of Agencies that Responded
Medical Insurance Coverage is Provided:	838 (95%)
For Employees:	
Employer Pays All of the Premium:	471 (55%)
Employer Pays Part of the Premium:	364 (43%)
Employer Pays None or the Premium:	14 (2%)
For Employee's Dependents:	
Employer Pays All of the Premium:	108 (14%)
Employer Pays Part of the Premium:	236 (30%)
Employer Pays None of the Premium:	446 (56%)

Employee Medical Deductible Per Year

$50-100	$151-250	$251-350	$350
150 (26%)	323 (53%)	53 (8%)	78 (13%)

Dental Insurance

	Number (Percentage) of Agencies that Responded
Dental Insurance Coverage is Provided:	513 (60%)
For Employees:	
Employer Pays All of the Premium:	299 (54%)
Employer Pays Part of the Premium:	143 (26%)
Employer Pays None or the Premium:	109 (20%)
For Employee's Dependents:	
Employer Pays All of the Premium:	59 (12%)
Employer Pays Part of the Premium:	119 (23%)
Employer Pays None of the Premium:	335 (65%)

Employee Dental Deductible Per Year

$0-50	$51-100	$101-150	Over $150
312 (70%)	82 (18%)	25 (6%)	25 (6%)

Percent Medical Insurance Premium has Increased

	1993	1994	1995
Mean:	7.1%	5.7%	3.6%
Median:	6.0%	5.0%	5.0%

Section IV - Other Benefits

Other Benefits Offered to Full-Time Employees

	Number (Percentage) of Agencies that Responded
Life Insurance	709 (79%)
Retirement	679 (76%)
Long-Term Disability	564 (63%)
Tax-Deferred Annuity	433 (48%)
Short-Term Disability	350 (38%)
Education Assistance	209 (23%)
Severance Pay	204 (22%)
Employee Discounts	192 (21%)
Child Care	99 (11%)
Relocation Assistance	95 (10%)
Subsidied Recreation	55 (9%)

Additional Benefits Offered to Executive Directors

	Number (Percent) of Agencies that Responded
Conferences and Training	307 (34%)
Professional Dues	219 (24%)
Social/Service Club Dues	200 (22%)
Expense Accounts	109 (12%)
Additional Life Insurance	60 (6%)
Additional Medical Insurance	35 (3%)
Individual Retirement Account (IRA)	13 (1%)
Housing	4 (0%)

Benefits Offered to Part-Time Employees

	Number (Percentage) of Agencies that Responded
Paid Vacation Leave	447 (50%)
Paid Sick Leave	390 (43%)
Retirement	268 (30%)
Health Insurance	227 (25%)
Life Insurance	164 (18%)
No Benefits Provided	346 (38%)

Section V - Salary Increments

Regional and Budget Area	Average Salary Increase	
	1994	1995
Nationwide	3.50%	3.63%
South West Region	3.29%	3.75%
Mid West Region	3.49%	3.65%
North East Region	3.24%	3.26%
South East Region	3.81%	3.94%
Pacific Region	3.70%	3.62%
Agency Budget		
Under $200,000	3.61%	3.84%
$200,000-$500,000	3.49%	3.62%
$500,000-$700,000	3.60%	3.52%
$700,000-$1 million	3.47%	3.60%
$1 million-$1.5 million	3.62%	3.62%
Above $1.5 million	3.31%	3.64%

1994 Inflation Rate 2.6%
(Annual average percentage of change in the broadest consumer price index in the U.S. for all items and urban consumers.)

1995 Inflation Rate (January to June 1995) 3.0%

Source: Consumer Price Index, U.S. Department of Labor, Washington, DC.

Appendix A - Positions Not Included in the Report *

Title of Positions Not Included in the Report	Full-time Employees		Part-time Employees	
	Number of agencies responding	Number of employees represented	Number of agencies responding	Number of employees represented
Challenge Coordinator	7	7	7	10
Day Care Resource and Referral Coordinator	11	19	4	10
Vocational Director	17	17	8	13

* Data on these positions is not included in this report as there was insufficient data collected from survey respondents.

Appendix B - Additional Youth Development Positions Identified by Survey Respondents

Administrative Support Positions

Office Manager. Keeps office records and orders supplies. $5.00/hour $18,549 - $25,179/year.

Secretary/Receptionist. Keeps membership and financial records, conducts clerical duties and word processing, and answers phones. $5.00 - $8.00/hour $11,000 - $18,762/year.

Director of Administrative Services. Manages financial operations and office services. $29,760/year.

Accountant. $25,875/year.

Computer Programmer. Develops computer programs for administrative functions. $8.00/hour $35,000/year.

Fund Development, Membership, and Communications

Marketing Assistant. $10.81/hour.

Assistant Director of Membership. $32,203-48,304/year.

Director of Member Support. $29,000/year.

Recruitment and Field Management Specialist. $20,849/year.

Assistant Development Director. Conducts fund raising and marketing activities. $21,000/year.

Grant manager. $23,540/year.

Public Relations Manager, Production Specialist, Communications Specialist. Writes and disseminates press releases, develops public relations publications, develops newsletters. $6.00/hour $15,740 - $22,000/year.

Art Specialist. Develops graphics for flyers. $10.00/hour.

Building and Grounds Maintenance

Camp Caretaker, Camp Ranger. Maintains camp facility including grounds and buildings. $4.20 - $6.00/hour $7,400 - $9,000/year and housing $16,998/year.

Sites Manager. Maintains repairs of all properties. $15,965/year and housing $17,160-$23,000/year.

Property Director, Superintendent of Buildings and Grounds. Manages program sites, supervises facility upkeep, and supervises rangers. $25,000 - $42,359/year.

Janitor. Maintains and repair facilities. $7.50-10.00/hour $11,000 - $19,760/year.

Maintenance Supervisor, Building Grounds Manager. Maintains facility and vehicles. $22,440 - $30,000/year.

Food Preparation

Cook, Food Service Coordinator. Shops for food, prepares menus, cooks meals, and provides education in cooking and nutrition. $5.00 - $7.28/hour.

Transportation

Driver. Drives bus or van. $6.00/hour $6,000/year.

Seasonal Staff

Day Camp Manager/Director. Maintains of camp, oversees day camp program. $2,500 - $7,000/9 weeks.

Assistant Day Camp Manager. $2,500/9 weeks.

Day Camp Team Leader. Oversees counselors. $1,800/nine weeks.

Day Camp Teen Counselor, Summer Youth Program Worker. Conducts playground program. $4.25 - $4.45/hour.

Life Guard and Assistant Life Guard. $6.80/hour.

Waterfront Director. $1,200/six weeks.

Summer Program Staff. $7.25/hour.

Summer Program Aide. $7.00/hour.

Product Sales

Shop Manager. Operates retail shop, obtains uniforms, supplies, equipment for activities. $15,500/year - $32,205/year.

Product sales Director. Manages product sales. $11,000 - 30,288/year.

Retail Clerk. $5.65-7.00/hour.

Training, Research, and Program Development

Organizational Diversity Director. Develops programs related to pluralism. $30,000/year.

Training Director/Coordinator/Specialist. Develops training and coordinates training for volunteers. $18,000 - $38,272/year.

Research Coordinator. Analyses effectiveness of program. $13.46/hour.

Research Assistant. Coordinates data collection, entry, analysis, and completes reports. $12.00/hour.

Youth Services

Employment Counselors. Finds jobs for youth. $19,800/year.

Mentor/Tutor. $8.00 - $12.80/hour.

Mediation Worker. Coordinates school/peer mediation. $10.58/hour $16,787/year.

School Liaisons. Counsels youth at schools. $10.00/hour.

Street Outreach Workers. Conducts drug and alcohol prevention programs for homeless and runaway youth. $17,153/year.

Prevention Specialist/Coordinator. Conducts assessment and referral, leads psycho-educational groups, coordinates programs for drug, alcohol, teen pregnancy, AIDS prevention. $18,000 - $21,528/year.

Teen Advocate. Provides educational and counseling services. $20,295/year.

Youth as Resources

Peer Counselor. Assists other youth and coordinates drug abuse prevention/outreach activities. $6.00 - $7.50/hour.

Theater Troupe. $5.00-6.00/hour.

Youth Coordinator. Cleans and facilitates activities and meetings. $5.00/hour.

Youth/Peer Outreach Worker. Provides direct services and outreach with other youth. $8.75/hour.

Residential Treatment Settings

House Manager. Cooks, cleans, and provides light maintenance. $12,000 - $14,300/year.

Youth Work Supervisor. Supervises youth care workers. $6.05 - $8.50/hour $25,400/year.

Resident Advisor. $10,000 - $12,000/year and room/board.

Preschool, Child Care and Child Development Programs

Director of Child Care Services, Child Development Operations Officer. Manages and oversees all related programs and sites. $37,373 - 55,000/year.

Assistant Director of Child Care/School-Age Child Care. Schedules staff, coordinates training, and orders supplies. $14,500 - $17,199/year.

Pre-School Teachers. Leads preschool classes. $5.00 - $7.00/hour.

Pre-School Director. $20,000 - $23,690/year.

Recreation and Education Programs

Child Dance/Gymnastics Instructor. $5.00 - $7.50/hour $11.50/student.

Swim Instructor. Conducts swim and fitness lessons. $4.25 - $9.04/hour.

Arts and Crafts Director. $16,500/year.

Bingo Director. $40,000/year.

Computer Education Instructor. $8.50/hour.

Photography Instructor. Teaches basic photography. $6.66/hour.

Social Recreation Coordinator. Organizes and supervises games room. $8.00/hour.

Parent and Family Programs

Family Services Director. Supervises visits by noncustodial parents. $17,000/year.

Parent Educator. Provides parent training. $24,000/year.

Health and Psychological Services

Dentist. $60,000/year.

Psychologist. Conducts educational testing. $32,000/year.

Physician. Provides health care. $65,000/year.

Physician Assistant. $50.00/hour.

Emergency Outreach Clinician. Provides emergency mental health services. $24,000/year.

Camp Nurse. Administers first aid to campers. $4.30/hour and room and board.

This report includes data on the salaries, benefits, tenure, vacancies and minimum educational requirements of full-time and part-time youth development professionals in selected community-based agencies nationwide.

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